

Research on Influencing Factors of Customer Satisfaction in Shujiuxiang O2O Model  
under the background of COVID-19

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## DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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**By**

**Wan Li**

**June 2023**

Now, the development of China's economy is still affected by the novel coronavirus, especially the consumption of physical stores. Not only that, but also all industries in China have suffered a severe blow, and catering, which is closely related to people's life, has been deeply affected. Shujiuxiang is one of the most famous hot pot restaurants in China and has been very badly affected during the outbreak. In recent years, Internet technology and online payment technology have developed rapidly in China, and a lot of traditional offline consumption has been combined with the Internet, which has achieved very good results. Through data analysis, it can be found that China has a very large online consumer group, and it is estimated that the daily food purchase on the Internet will reach 8,200 billion yuan in 2023. The O2O model of catering industry has a huge space for development. The O2O model used by Shujiuxiang has played a very big role in pushing the company to break the dilemma brought by the COVID-19 epidemic. With the high application of Internet technology in many industries, coupled with the emergence of the novel coronavirus pandemic has greatly changed people's consumption mode, it is believed that more and more people will choose to buy food online. If you want to use the Internet to bring more profits to enterprises and help them achieve better and more long-term healthy development, you need to think about the needs from the perspective of consumers. The feeling of consumers in the process of consumption is very important. The emergence of the novel coronavirus epidemic has affected the mood of customers to a certain extent, which will lead to a certain rejection psychology of consumers for offline eating. In this paper, by studying the comprehensive satisfaction of Shujiuxiang's O2O model, the rejection psychology of customers can be further alleviated, so as to realize the growth of corporate profits. In this paper, according to the actual situation of the novel coronavirus epidemic, by



studying the customer satisfaction model, further find out the main reasons affecting the Shujiuxiang O2O model of customer satisfaction, and build a satisfaction evaluation model in line with the current situation of the novel coronavirus epidemic. I collect the satisfaction of consumers to Shujiuxiang through the way of questionnaire survey on consumers, will collect the data for descriptive statistical analysis, correlation analysis and regression analysis, so as to find six important influencing factors: platform quality, food quality, service quality, distribution quality, price level, marketing level. Finally, according to the research results of the hypothesis, from the emphasis on platform technology research and development, improve the quality of food, improve the service level, diversified marketing means these four aspects put forward suggestions to improve Shujiuxiang consumer satisfaction, hoping to provide some reference information for other catering enterprises, to help the whole catering industry better development.



## CHAPTER 1 INTRODUCTION

### 1.1 Background of Study

At the end of 2019, the novel coronavirus broke out in Wuhan and quickly spread like other parts of China. It quickly developed into a nationwide pneumonia, which was later listed as an international public health event by the World Health Organization, and local governments launched crisis response measures one after another. The epidemic has brought a major blow to the catering industry, which has suffered heavy losses, such as home quarantine, going out ban, almost all offline catering stores to stop business, and all out-of-home catering consumption activities to stop. At the same time, the operating costs of catering enterprises are still high, the cash flow of most enterprises is difficult to sustain, the catering industry from the momentum of rapid development into a difficult survival situation. For a long time afterwards, the epidemic catering industry has been affected by the factors of the epidemic. Even if the epidemic was controlled, the fear of consumers also severely limited the recovery of the traditional catering business model.

From the current situation, the impact of the epidemic has exceeded the SARS epidemic, and the substantial damage of the epidemic is only one aspect. What needs to be noted is that the epidemic has caused psychological panic in the whole industry to a large extent, making pessimistic and negative emotions spread, and the catering industry is in urgent need of finding a new amateur development breakthrough. According to the data of the Research Report on the Impact of COVID-19 on Chinese Catering Enterprises, nearly 70% of catering enterprises believe that their losses after the outbreak of COVID-19 exceed the average level of the industry, and nearly 50% think that their losses after the outbreak of COVID-19 are very serious. Only less than 20 percent of the catering enterprises think that their losses are lower than the average level of the industry. These data reflect the negative impact of the epidemic on the catering

industry to some extent, and at the same time It also shows that the catering enterprises in the face of the epidemic brought a heavy blow to the market and the negative forecast, that the epidemic caused the panic of the whole industry.

## **1.2 Problem Statement**

The rapid development of the Internet O2O model provides countermeasures for the catering industry when it is faced with such "black swan" events, so that the traditional catering model can see the opportunity to develop and save itself. In recent years, with the emergence of the concept of "Internet +", the O2O market has entered a stage of rapid development. Data from Forward-looking Economist shows that the size of China's O2O market increased by nearly ten times in six years from about 300 billion yuan in 2015 to nearly 3 billion yuan in 2015. The size of takeaway users also reached nearly 500 million in 2015. Catering O2O model as a kind of O2O model,Its development prospect is very good. According to the 2021 Catering Take-out Industry Development Report, the overall scale of catering O2O take-out market reached 580 billion yuan in 2019. These data reflect the rapid development of the O2O take-out industry in recent years, and the development potential is still very huge. Catering O2O model plays a crucial role in breaking through the current dilemma of catering industry. With the deep integration of Internet and various social application scenarios, and the great changes in public consumption habits caused by the epidemic, more and more people will choose this more convenient dining mode. This business model not only drives the improvement of social consumption level, but also combines the traditional catering industry with e-commerce, which to a considerable extent solves the contradiction between people's urgent catering consumption needs and epidemic prevention and control requirements, flexibly drives industrial development, and to a certain extent alleviates the operating crisis faced by catering enterprises since the outbreak of the epidemic.

### 1.3 Research Objectives

In the special period, the relationship between customer satisfaction and enterprise development is more important. Enterprises with high customer satisfaction are often able to bring more profits to the enterprise and help the enterprise tide over difficulties in difficult times. During the COVID-19 pandemic, catering is related to every consumer's daily life, and consumer satisfaction is directly marketed to the overall quality of enterprise development. From the platform quality, food quality, service quality, distribution quality, price level, marketing level, this paper studies the impact and effect of these factors on customer satisfaction.

This study discusses the influencing factors of customer satisfaction in ShujiuxiangO2O mode under the background of COVID-19 from six aspects: platform quality, meal quality, service quality, distribution quality, price level and marketing level. The research objectives are as follows:

- a) To explore whether platform quality has an impact on customer satisfaction of ShujiuxiangO2O mode.
- b) To explore the effect of food quality on customer satisfaction in ShujiuxiangO2O mode.
- c) To explore whether service quality has an impact on customer satisfaction in ShujiuxiangO2O mode.
- d) To explore the effect of delivery quality on customer satisfaction of ShujiuxiangO2O mode.
- e) To explore the effect of price level on customer satisfaction of ShujiuxiangO2O mode.
- f) To explore the effect of marketing level on customer satisfaction of ShujiuxiangO2O mode.

## **1.4 Research Questions**

Many companies around the world are revisiting customer satisfaction amid the coronavirus pandemic. Previous studies indicate that consumers' perception of the overall quality of consumer goods is one of the important factors affecting employee satisfaction, and there is a very obvious correlation between the two. In addition, the speed of delivery also plays a large role in marketing the overall satisfaction of customers, who often do not have enough patience to wait for their badly needed food. Because we can understand that quality and speed play a very important role in influencing customer satisfaction.

During the COVID-19 pandemic, food for consumers who are confined to their homes is more than simply tasting delicious food. For them, food is more like an important resource to sustain their lives. Therefore, the Chinese government's epidemic prevention policy has greatly changed the mentality and thinking of consumers. This has directly led to a change in consumer satisfaction compared with that before the pandemic. This paper takes shujiuxiang's O2O model as a sample to study the relationship between consumer satisfaction and platform quality, food quality, service quality, distribution quality, price level, marketing level, so as to explore the possibility of improving the overall consumer satisfaction, to provide a basis for the following further research.

## **1.5 Significance of Study**

This paper starts from the characteristics of shujiuxiang O2O mode and several key issues that consumers pay attention to in the background of the novel coronavirus epidemic. By summarizing the results of relevant literature, this paper analyzes the influencing factors of customer satisfaction in the shujiuxiang O2O mode under the background of the novel coronavirus epidemic. Scientific construction of O2O model shujiuxiang takeout ordering customer satisfaction evaluation system, according to the evaluation results, Shujiuxiang Company to improve customer satisfaction, optimize

the business model to provide reasonable suggestions. The results of this paper are of great significance for shujiuxiang company's business model innovation and improving its ability to cope with "black swan" events such as the novel coronavirus outbreak, which can help enterprises enhance competitiveness and obtain long-term and stable development.

There is a short time of theoretical research on O2O catering takeout market in our country, and there has not been a complete theoretical system on the measurement of consumer satisfaction of business management effect in O2O catering takeout market. In this paper, by constructing the customer satisfaction evaluation model of shujiuxiang's O2O model under the background of the novel coronavirus epidemic, exploring the dimensions of satisfaction and generating a reliable measurement scale, the satisfaction measurement system of O2O catering takeout market is enriched. From the new perspective of the COVID-19 epidemic environment, this paper studies the influencing factors of customer comprehensive satisfaction in O2O online takeout market, which greatly complements the satisfaction analysis method. In the evaluation of customer satisfaction, we should be familiar with the actual needs of customers, obtain the feedback results of consumer experience, and pay attention to the evaluation generated in the service. This can not only give sufficient theoretical reference to the development of the industry, but also point out the way for the optimization of the platform or merchants.

Only when consumers recognize the enterprise, can the business activities of the enterprise obtain better results, the enterprise will occupy more market shares in the fierce competition, and get better development. Because customer satisfaction is the measurement basis of whether they will choose to consume again, the more satisfied customers are, the more loyal they will show to the enterprise. Therefore, by finding out various factors affecting customer satisfaction, enterprises can improve in these aspects so as to improve the comprehensive degree of customer satisfaction and

promote the benign development of enterprises. shujiuxiang as a representative industry leader in the hot pot industry, exploring the prevention measures of shujiuxiang against the epidemic has important reference significance for other enterprises in the same industry. Through researching and exploring the development status quo of shujiuxiang's O2O model under the background of the novel coronavirus epidemic, the research was carried out based on the perspective of customer satisfaction, to find out the existing problems of shujiuxiang's O2O model and the various links that still need to be improved, and find out the corresponding strategies according to the investigation and theoretical analysis. Help shujiuxiang company more quickly out of the adverse effects of the epidemic brought by the hope of other catering enterprises out of the epidemic plight to provide some feasible reference and reference. At the same time, the development of the global epidemic has entered a stage of normalization, which brings some thoughts on how to better build a new pattern of Internet + model for the upgrading of the industrial structure of the catering industry in the post-epidemic era.

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## CHAPTER 2 LITERATURE REVIEW

### 2.1 Research status of O2O model and catering O2O model at home and abroad

Robert J. Kauffman (2001) studied online group-buying and concluded that there are three factors affecting O2O group-buying consumption behavior: discount, validity period and consumer demand [1].

Hsiangchu Lai et al. (2006) found the relationship between price and consumers' group-buying behavior through research, and concluded that the level of price is inversely proportional to consumers' consumption intention [2].

Wang Yingjie (2009) took college students as research samples and concluded that many factors, including website quality, service level, legitimate rights and interests of customers, payment method and so on, would have an impact on customer satisfaction, and finally proposed improvement measures to improve the speed of food delivery [3].

Feng et al. studied the impact of Internet + on traditional catering mode, and found that with the increase of online consumers, enterprises can better save costs and obtain customer preference data more conveniently and accurately [4].

Hu Ying pointed out that only by fully combining the characteristics of online and offline models and giving full play to their advantages can catering enterprises make a breakthrough in O2O model [5].

Zhang Weiyi (2013), based on the existing technical model and combined with the characteristics of O2O model, considered the influence of consumers with different experience on the perceived ease-of-use of O2O model products, and concluded that perceived ease-of-use, social influencing factors and perceived cost have different impacts on perceived usefulness [6].

Liu Wanlan, Wang Zhenhua and Huang Yuanpu (2013) indicated that there were many problems in the current development of catering enterprises. To solve these problems, Internet platforms should be fully utilized and online channels should be combined to attract customers [7].



Tang Hongming (2014) believes that the O2O model of catering industry has encountered a bottleneck. Only by integrating online and offline, and applying online data to offline, can catering industry achieve industrial scale [8].

Liang Xiwei (2014) emphasized the role of large data and word-of-mouth marketing in the Internet marketing process of catering enterprises under the O2O model, and believed that only by steadily developing and actively exploring these two points can dining chair enterprises achieve sound development [9].

Wu Sa (2017) further discussed the future development trend of O2O catering O2O model by analyzing the characteristics of O2O catering take-out [10].

## **2.2 Research status of customer satisfaction at home and abroad**

Li Guan (2004) believed that customer satisfaction was a general concept, which could not be well expressed by quantity. Objective DEA indexes should be used to measure customer satisfaction, so as to avoid the influence of subjective perception deviation of the tested subjects on the evaluation results [11].

Luo Xiaoguang and Liu Xisong (2005) studied the reactions of consumers after purchasing behaviors and found that customer satisfaction can be evaluated by the reactions of consumers after purchasing behaviors [12].

Lin Qing (2006) studied the relationship between satisfaction and loyalty and found that if there is no collinear relationship between satisfaction and loyalty, it will positively affect loyalty when satisfaction reaches a certain value [13].

Dong Ximei (2007) proposed that commodity price, marketing means and strategies are all factors influencing consumer satisfaction in the process of group buying [14].

Wu Guoce (2009) evaluated four factors affecting restaurant customer satisfaction through empirical research: product quality, hardware quality, personnel quality and restaurant image, and concluded that these four factors can positively affect customer satisfaction [15].

Zhao Liang and Lu Shan studied the influence of O2O model on customer satisfaction of catering industry through delivery platform, supplier and distribution link, and

verified the key factors influencing customer satisfaction of catering enterprises with structural equation [16].

Xu Donglei and Wang Zuzhu (2010) studied customer purchase behavior evaluation under the C2C model and proposed that service level, platform design, online store quality, payment means and distribution level would all have an impact on customer satisfaction [17].

Sun Jianhong et al. (2011) constructed an evaluation index system of customer satisfaction and obtained three factors affecting customer satisfaction by using AHP: commodity information, payment level and distribution level [18].

Niu Wenbo (2012) analyzed the relationship between customer satisfaction and loyalty through the performance of consumers in online shopping, and proposed the functional relationship between customer satisfaction and loyalty [19].

Hao Yami and Zhu Yanjie (2013) constructed an evaluation index system of customer satisfaction and obtained three factors affecting customer satisfaction by using AHP: website design, payment process and marketing level [20].

Jiang Yin and Zhang Ling (2016) took "Ele. me" as the research object, explored the influencing factors of college students' satisfaction with takeout from the perspective of platform and merchants, and concluded that platform design, marketing activities, platform payment security, platform and catering service would all have an impact on satisfaction [21].

Li Qian (2017) established a satisfaction evaluation index system and concluded that platform convenience has a significant positive impact on customer satisfaction through empirical analysis [22].

Sun Dong, Sun Lihuan, and Zheng Cuicui (2018) introduced O2O takeout ordering, analyzed and identified four factors that would affect customer satisfaction, including product quality, service quality, marketing method, and platform quality, and gave corresponding suggestions [23].

Millan and Anderson (1973) also proposed a similar conclusion, pointing out that there is such a relationship between customer satisfaction and purchase demand: when

satisfaction exceeds a certain value, with the increase of satisfaction, consumers' purchase desire will also be positively enhanced, and vice versa [24].

From the perspective of consumer psychological expectation, Westbrook Robert (2003) proposed that pre-purchase expectation will generate feedback on post-purchase psychological feelings. When the commodity value meets the expectation, small pre-purchase expectation will bring positive feedback; on the contrary, excessive value expectation is more likely to generate negative feedback in the later period [25].

Matthew K.O. Lee, Christy MK.Cheung (2005) found that service quality, platform quality and information quality would all affect customer satisfaction through the investigation and research of online consumers on customer satisfaction with service quality [26].

Andaleeb (2006) believes that the service quality of catering enterprises plays the most important role in improving customer satisfaction, followed by the cost performance of food products, while the restaurant environment has almost no impact [27].

OdileJ.Streed (2008) believes that in order to improve customer satisfaction, enterprises can also provide consumers with personalized services [28].

Minho Kim (2008) proposed that improving website service quality can effectively improve customer satisfaction [29].

Nelson Barber et al. (2012) studied from the perspective of customer expectation and found that customer satisfaction could be improved by narrowing the gap between psychological expectation and actual payment amount in the consumption process [30].

### **2.3 Research review at home and abroad**

Through the elaboration of the research status of domestic and foreign scholars, it can be seen that domestic and foreign scholars' research on customer satisfaction is relatively comprehensive, and a variety of evaluation models have been established, basically taking into account most of the common influencing factors, which has become a very important reference basis for later researchers. However, there are still some flaws in some details to be further improved.

The existing researches on O2O customer satisfaction of catering industry are mostly limited to a relatively broad scope, and generally put forward various influencing factors of O2O customer satisfaction of catering enterprises, without fully considering the specific situation of specific catering enterprises or a certain enterprise. Different demographic characteristics and research backgrounds may also produce different results in the evaluation of customer satisfaction. The existing research results are too broad, and the research conclusions can provide little reference value for a specific enterprise.

#### **2.4 Research content**

During the epidemic prevention and control period, many offline consumption activities were transferred to the Internet and online scene, and the government and enterprises rolled out a series of policies to promote consumption. Starting from the enterprise's own operating conditions, this paper analyzed and sorted out the existing research results on customer satisfaction in catering O2O mode at home and abroad, and then found out the factors affecting customer satisfaction. Combined with the background environment of the COVID-19 outbreak, this paper took the risk perception of consumers under the epidemic conditions as a new entry point. On the basis of the development status of shujiuxiang O2O model, a set of customer satisfaction evaluation index system which is more in line with the specific background is established, and the new requirements and new development points of shujiuxiang O2O model compared with the traditional business model under the background of the novel coronavirus epidemic are analyzed.

Then the method of combining data collection and literature research is adopted to make customers score the satisfaction of each index in shujiuxiang by issuing questionnaires. The scores of the satisfaction are analyzed by spss to find out the existing problems and reasons of improving customer satisfaction. Focus on the analysis of the advantages brought by O2O online model to shujiuxiang company under the background of the

epidemic, find out the corresponding strategies from the results of customer satisfaction survey, help shujiuxiang company more quickly out of the epidemic brought adverse effects, at the same time to provide some feasible reference and reference for other catering enterprises out of the epidemic plight.

## **2.5 Research method**

### **(1) Literature research method**

Through keyword search of O2O model, catering industry, epidemic and satisfaction, a large number of relevant theoretical research data at home and abroad have been collected. After reading and analyzing the collected data, the theoretical basis of this paper has been found and the framework and research ideas of this paper have been considered.

### **(2) Questionnaire survey**

Questionnaires were issued to investigate the satisfaction of catering takeout under the O2O model of Haidilao under the background of the novel coronavirus epidemic, and data needed for empirical research was collected.

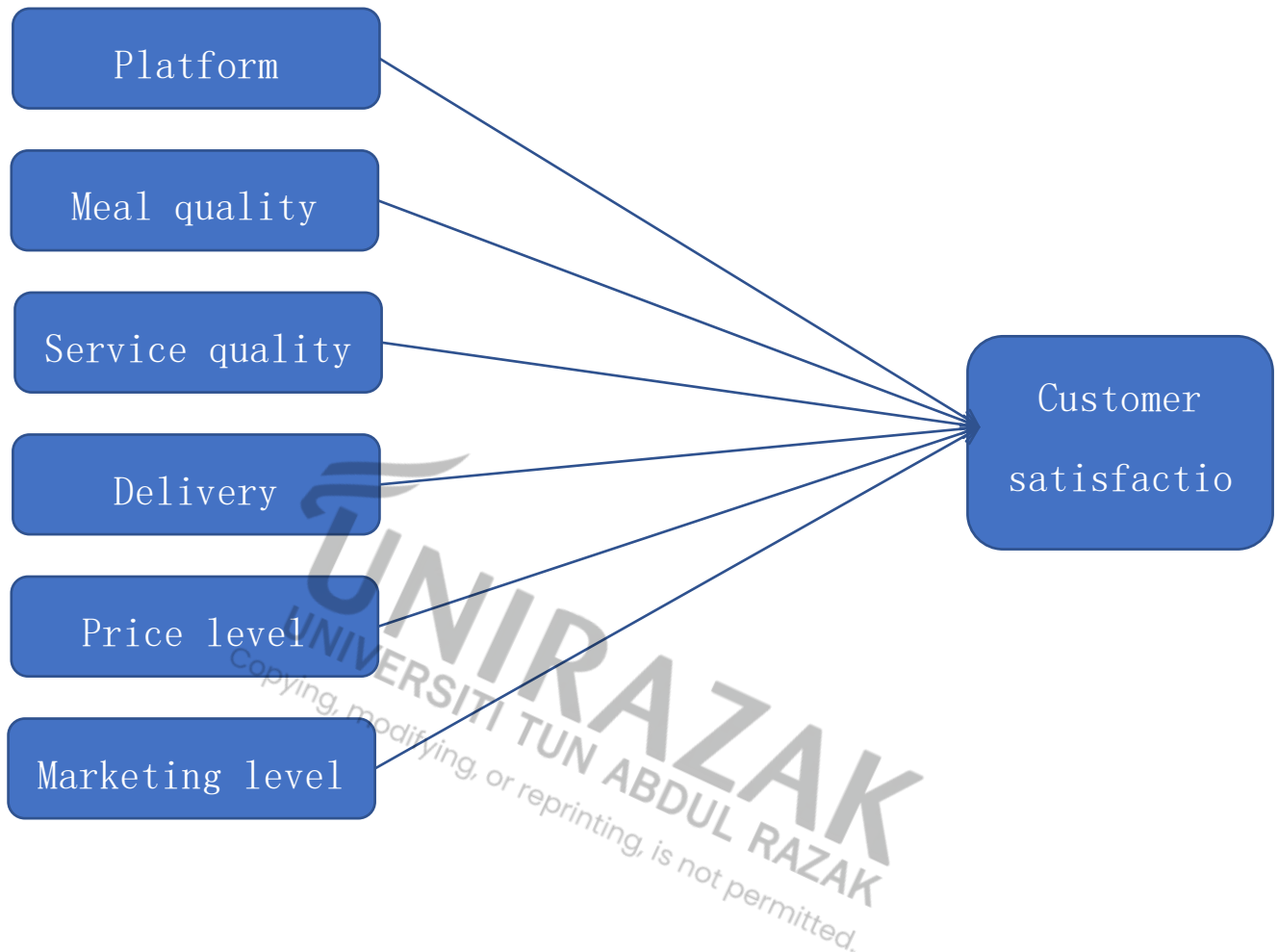
### **(3) Data analysis**

Descriptive analysis, correlation analysis and regression analysis of statistical data were carried out by spss to further analyze the influencing factors of customer satisfaction in shujiuxiang O2O model under the background of COVID-19, providing certain data and demonstration support for the suggestions of shujiuxiang O2O model in the following paper.

## 2.6 Conceptual Framework

The following is an overview of the conceptual framework of this research:

Figure 1: Conceptual Framework



## 2.7 Research Hypothesis

The research hypothesis in the research is formulated as follows:

- a) Platform quality has a significant impact on customer satisfaction.
- b) Food quality has a significant impact on customer satisfaction.
- c) Service quality has a significant impact on customer satisfaction.
- d) Delivery quality has a significant impact on customer satisfaction.
- e) Price level has a significant effect on customer satisfaction.
- f) The level of marketing has a significant effect on customer satisfaction.

## **CHAPTER 3 RESEARCH METHODOLOGY**

### **3.1 Questionnaire design and distribution**

#### **3.1.1 Identification of respondents**

The survey method adopted in this paper is to issue questionnaires through the questionnaire star platform. Because the research is on the customer satisfaction of shujiuxiang O2O mode under the background of epidemic, there are two requirements for the selection of research objects. One is the population with experience of ordering shujiuxiang takeout; the other is in line with the epidemic background of this paper. The time to order food was after the COVID-19 outbreak in late 2019.

These two points are also reflected in the first question of this questionnaire design. Only when respondents choose "Yes" in the question "Have you ordered Haidilao takeaway food since the outbreak of the epidemic", they will skip to the next question, otherwise they will not be able to continue answering the question, so as to ensure the authenticity and validity of the data.

#### **3.1.2 Design of questionnaire**

The design of the questionnaire should be able to correctly and specifically reflect each evaluation index in the satisfaction index evaluation system constructed in this paper, and it should be a life-oriented and scenario-based description of the evaluation index. It should be able to accurately reflect the satisfaction of the evaluation index and at the same time have the characteristics of transforming into specific questions that are easy to be understood and scored by the respondents. The questionnaire in this paper is carried out in two parts. The first part is to make statistics on the basic information of the respondents, including the age of the respondents, the channels of ordering takeout,

gender and the monthly income of the respondents. In addition, the topic of selecting the respondents is set. Then the second part is the evaluation of each second-level index of customer satisfaction, which is divided into 7 parts according to 7 first-level indexes, which are: platform quality, food quality, service quality, distribution quality, price level, marketing level and comprehensive satisfaction. Satisfaction was evaluated on a five-point Likert scale. According to the respondents' sense of identity with the description of the question, they were divided into five levels: strongly disagree, disagree, generally agree, strongly agree and strongly agree, which were marked with 1-5 points. The questionnaire answers were assigned according to this standard.

### **3.1.3 Distribution and recovery of questionnaires**

The questionnaire in this paper is mainly distributed through the Internet platform, through the professional questionnaire website to compile the questionnaire, one is to distribute the questionnaire on the wechat platform to wechat friends, work groups, and friends to help spread the collection, the other is to distribute the questionnaire to the staff of shujiuxiang, ask them to assist in distributing the data to the customers.

Thanks to everyone's assistance, the questionnaire collection was smooth and lasted for half a month. According to the statistics of questionnaire survey website, all questionnaires issued this time have been successfully collected, and the number of questionnaires is 352. In the question 1, "Have you ever ordered shujiuxiang takeaway food since the outbreak of the epidemic", the questionnaire with the answer "No" was selected to eliminate. There were 130 people in the 352 survey subjects who had not ordered shujiuxiang takeaway food after the outbreak of the epidemic, so the questionnaire was invalid. 222 questionnaires could be used for this study. The proportion of respondents that fit specific subjects was 61%.



## 3.2 Data analysis

### 3.2.1 Descriptive analysis of data

Descriptive statistical analysis is made on the data collected from the four demographic variables set in the questionnaire, namely purchasing channel, age, gender and monthly income. The specific statistical results are shown in Table 1.

Table 1: The basic situation of the research object

Sample information		quantity	proportion	Effective proportion	Cumulative proportion
Purchase channel	Official APP	36	16.2	16.2	32.4
	The official wechat public account	36	16.2	16.2	16.2
	hungry app	68	30.6	30.6	63.1
	Meituan app	82	36.9	36.9	100
Age group	<25	62	27.9	27.9	27.9
	25-34	112	50.5	50.5	78.4
	35-44	22	9.9	9.9	88.3
	>45	26	11.7	11.7	100
gender	man	84	37.8	37.8	37.8
	female	138	62.2	62.2	100
Monthly income	<4000	56	25.2	25.2	25.2
	4000-5999	84	37.8	37.8	63.1
	6000-7999	46	20.7	20.7	83.8
	>8000	36	16.2	16.2	100

As can be seen from the figure, in terms of purchase channels, only 32.4% of the users were through shujiuxiang's own purchase platform, and a large part of the users were through the third-party ordering platform, indicating that shujiuxiang's own platform has been set up for some time. However, it is not well-known enough among consumers or convenient to use as third-party delivery platforms. From the point of view of the age of users, users under 35 years old are the main force of shujiuxiang's selling points, accounting for 78.4%. This data is consistent with the phenomenon that the audience of the hot pot industry is mainly young groups, which has a certain relationship with the young people's eating habits and consumption concept. Shujiuxiang should continue to target this group of enterprise strategy selection. From the perspective of gender, female consumers account for 62.2%, far higher than male 37.8%.

According to China Food and Beverage Big Data 2020, there are obvious differences between different gender populations in China's food and beverage take-out market. The number of female consumers is much higher than that of male consumers, accounting for 60%. "She economy" has become a catering business cannot ignore a key point. Shujiuxiang specially to provide women with "good treatment", shujiuxiang launched "makeup bag", "nail", "luxury makeup room" and a series of positive measures for women, better attracted the attention of female consumer groups. From the perspective of monthly income, the income groups below 4000 yuan and 4000~5999 yuan are the two largest income groups. The respondents of the questionnaire mainly come from s Sichuan region, which is consistent with the fact that the main consumers of Shujiuxiang are young people. Generally, the income of consumers in this age group in this region is not very high.

### 3.2.2 Test the reliability and validity of the questionnaire

#### (1) Reliability analysis

Reliability analysis is often used to judge the reliability and validity of questionnaire results. When analyzing the questionnaire, data analysis is meaningful only when the quality of the questionnaire data, namely the validity and reliability of the data, reaches a certain level. The measurement of data reliability is also called reliability analysis. Kronbach Alpha reliability coefficient ( $\alpha$  coefficient) is used as a tool to measure reliability. Generally speaking, the size of the  $\alpha$  reliability coefficient is analyzed. When the  $\alpha$  coefficient is less than 0.5, the measurement indicators with low reliability need to be deleted. The higher the  $\alpha$  coefficient is, the better the reliability and consistency of the questionnaire are; when the  $\alpha$  coefficient is greater than 0.8, it is enough to indicate the high reliability of the questionnaire.

Table 2: Reliability analysis results

index	quantity	Cronbach's Alpha
Platform quality	4	0.85
Meal quality	5	0.87
Service quality	4	0.886
Delivery quality	3	0.853
Price level	3	0.813
Marketing level	3	0.828

Table 3 Reliability analysis results

index	quantity	Cronbach's Alpha
Total schedule	29	0.939

This paper analyzes the reliability of each level index of shujiuxiang O2O customer satisfaction evaluation system under the background of COVID-19, as shown in Table 4.2. Among them, platform quality X1 (0.85), food quality X2 (0.87), service quality X3 (0.886), distribution quality X4 (0.853), price level X5 (0.813), marketing level X6 (0.828). It is found that the  $\alpha$  coefficient of each level index reliability value is greater than 0.8, and the reliability of each variable is good. Can pass the reliability test. Through the reliability test of 29 measurement questions in the total volume table, the results are shown in Table 4-3. The index reliability value  $\alpha$  coefficient exceeds 0.9, which is higher than the reliability value of each variable, indicating that the scale has high overall reliability and good internal consistency.

### 3.2.3 Correlation analysis

For the uncertain relationship between random variables, it is necessary to determine the closeness of their relationship through quantitative research. Correlation analysis can be used to determine the relationship between variables. Generally, Pearson correlation coefficient is used to describe the linear relationship between two variables. This paper takes platform quality X1, meal quality X2, service quality X3, distribution quality X4, price level X5 and marketing level X6 as independent variables, and takes comprehensive satisfaction level X73 as dependent variable to study whether there is a correlation between variables and the strength of the correlation. Pearson value is generally between -1 and 1, and Pearson's absolute value is used to reflect the closeness of the relationship. The absolute value is divided into four intervals: greater than 0.7, 0.4~0.7, 0.2~0.4, and less than 0.2. The corresponding closeness of the relationship is as follows: very close, normal, average, and not close.

The analysis results of this paper are shown in Table 4. It can be seen that the correlation coefficients between the 6 independent variables and dependent variables in the shujiuxiang O2O customer satisfaction evaluation model under the background of

COVID-19 were all greater than 0.4 by Pearson and less than 0.05 by Sig. There was a statistically significant positive relationship. As for the multicollinearity relationship between the independent variables in the model, generally speaking, the correlation coefficient between the independent variables is acceptable within 0.5. The correlation coefficient between the variables in this paper is all less than 0.5, indicating that the index system in this paper is well set in each dimension and the probability of multicollinearity between factors is small.

Table 4: Correlation.analysis.results

	Comprehensive satisfaction	Platform quality X1	Meal quality X2	Service quality X3	Delivery quality X4	Price level X5	Marketing level X6
Comprehensive satisfaction	1	0.528	0.615	0.511	0.553	0.474	0.542
Platform quality X1		1	0.394	0.385	0.469	0.21	0.385
Meal quality X2			1	0.478	0.454	0.442	0.378
Service quality X3				1	0.421	0.231	0.278
Delivery quality X4					1	0.243	0.380

Price level X5						1	0.296
Marketing level X6							1

### 3.3 Hypothesis testing

Through the data analysis of shujiuxiangO2O model of customer satisfaction under the background of COVID-19, the empirical research results of hypothesis verification are obtained, as shown in Table 5.

Table 5: Hypothesis verification result statistics

Research hypothesis	result
a) Platform quality has a significant impact on customer satisfaction.	success
b) Food quality has a significant impact on customer satisfaction.	success
c) Service quality has a significant impact on customer satisfaction.	success
d) Delivery quality has a significant impact on customer satisfaction.	success
e) Price level has a significant effect on customer satisfaction.	success
f) The level of marketing has a significant effect on customer satisfaction.	success

## CHAPTER 4 RESULTS AND DISCUSSION

### 4.1 Introduction

shujiuxiang O2O mode development has already made a certain achievements, which is also the trend of the overall development of the catering industry in our country. The catering O2O model is a new consumption growth point sought by the catering industry under the background of the novel coronavirus epidemic, and also a powerful means for the industrial upgrading of the catering industry. Taking shujiuxiang Company as the specific research object, this paper constructed the evaluation index system of customer satisfaction in Shujiuxiang O2O mode under the background of COVID-19. Then, using the empirical research method, the eight hypotheses were verified, and the factors affecting the comprehensive customer satisfaction and the influence degree of each factor were found out. It is concluded that marketing level (0.224), food quality (0.223), price level (0.194), delivery quality (0.173), platform quality (0.171) and service quality (0.158) have positive and significant influences on comprehensive satisfaction degree from large to small, respectively.

Customer gender and age have significant influence on comprehensive satisfaction. According to the above research results, shujiuxiang can be improved from the marketing level, food quality, price level, distribution quality, platform quality, service quality six aspects, improve customer comprehensive satisfaction, at the same time, for the young people under 35 years old, especially the female group to carry out a specific marketing model, To obtain the satisfaction of this group to a greater extent, attract more customer sources, and achieve a breakthrough in their business volume. Secondly, through the research results of shujiuxiang derivative products, nearly 82% of customers have tried or want to try the shujiuxiang semi-finished self-heating rice and self-heating pot, which indicates that customers have a strong acceptance and demand for derivative products. Especially in the context of the novel coronavirus epidemic, there is a risk of infection in eating out.

This convenient and quick derivative product is more easily favored by consumers, which is also a relatively considerable revenue growth point under the shujiuxiang O2O mode, and plays a certain role in improving customer loyalty.

## **4.2 Suggestion**

### **4.2.1 Increase platform technology research and development efforts**

The platform is the bridge between shujiuxiang and consumers, and the use of take-out platform is the first link for consumers to choose food and beverage take-out consumption. The results of this paper also confirm that the platform has a significant positive effect on the comprehensive satisfaction of customers in shujiuxiang O2O mode. Improving the quality of the platform is an effective means to improve customer satisfaction. No matter the visual effect, response speed or convenience of the platform, it will affect customers' sense of platform use experience.

(1) Continue to optimize the functions of the platform. With the increase of the number of shujiuxiang members, the use rate of App rise, means that the platform needs to do better and better in terms of technology improvement, in order to ensure that users in the process of using the platform to have a good experience, it is necessary to avoid the problem of congestion as much as possible, crash will bring worse experience. Only when the platform has strong stability and reaction speed, customers will have the desire to continue ordering food.

(2) Pay more attention to the detailed design of the platform interface. Does the interface look comfortable? Is the choice of font, element color, and location of information on the interface reasonable? These all require shujiuxiang's developers to carry out more user-friendly Settings. Shujiuxiang should give full play to its super App cloud database function, for each member of the precise push platform interface display content, the extreme optimization of customers using its platform experience. As the



proportion of customers using shujiuxiang's own App increases, the commission to be paid to the third party delivery platform decreases, and the running costs of enterprises are also reduced. Shujiuxiang can use the saved part of the cost to improve the quality of the food or other aspects of optimization, and can also give customers more concessions. Improve the cost performance of food, a good price level can promote the improvement of customer satisfaction, forming a virtuous cycle.

#### **4.2.2 Improve the quality of food**

Shujiuxiang as a main characteristic hot pot catering enterprises, although the most can make consumers deeply affected by its service, but in the end, the service is just a way to produce pleasure in the dining process, the final customer to consume the main content or food. Through the above empirical analysis, it has been proved that the quality of meals under the background of the epidemic has a significant positive impact on the comprehensive satisfaction of customers, second only to the marketing level. When choosing O2O model for takeout food ordering, consumers can make many choices. Food quality is an important factor affecting customer satisfaction. Consumers will focus on food quality when making food ordering choices, especially after the outbreak of COVID-19, the public will pay more attention to food safety and dining convenience.

(1) Efforts should be made to improve the level of food quality management and strengthen the management of food supply chain. After the epidemic, the consumption of catering industry has been further upgraded, and consumers are highly concerned about food safety. Ensure that the food provided by shujiuxiang to customers is fresh, the source of the food is reliable and eliminate the possible unsafe risks of food in the transport process. Let the customer choose shujiuxiang, can feel that the food can be assured to eat.

(2) Improve the taste of food. Consumers are fickle, and with so many different consumers, their tastes change all the time. The outbreak of the novel coronavirus outbreak, the media for the promotion of healthy eating habits can be seen everywhere, we pay more and more attention to healthy eating, shujiuxiang should timely capture the changes of consumer eating habits, can be launched along the trend of health theme pot bottom, to meet the needs of consumers new taste. In addition to the formation of their own special meals, but also need to regularly update the menu, so that customers can keep fresh for a long time, at the same time to meet the tastes of different groups of people.

(3) Rich meal varieties. The outbreak of the novel coronavirus outbreak, is undoubtedly a big reshuffle of the catering market, new consumption habits have brought new consumer markets, shujiuxiang can in semi-finished meals, self-heating hot pot, hot pot bottom materials and other derivative products continue to make force, research and development more in line with consumer tastes, nutrition and health at the same time more convenient, cost-effective derivative products, All of these derivative products can be sold on major e-commerce platforms, so as to give full play to their good brand image and develop new markets and create new profit growth points by virtue of their excellent catering taste and cost-effective characteristics. The development of derivative products business not only meets the practical needs of customers during the epidemic period, but also enhances the anti-risk ability of shujiuxiang company in the face of environmental impacts like the novel coronavirus epidemic, which can effectively alleviate the cash flow pressure and high cost pressure of enterprises in a specific period.

### 4.2.3 Upgrade service level

Although the quality of service in the six factors in the least influential position, but you can see that the quality of service for the overall comprehensive satisfaction is still a significant positive impact, service as shujiuxiang in the catering market can harvest customer praise is an important factor, but also the core competitiveness of shujiuxiang, its importance cannot be ignored. Although affected by the psychological factors of perceived risk of the epidemic, customers' demand for enjoying services in shujiuxiang O2O mode under the background of the novel coronavirus epidemic is weakened, we can see that with the control of the epidemic by the country, consumers' fear of the epidemic gradually fades away in the post-epidemic era, while the awareness of prevention and control is still in place, but consumption demand will tend to return to normal. Shujiuxiang service level expectations and requirements are also constantly improving. shujiuxiang's service is its O2O mode can directly with other similar products form an effective way of competitive advantage, which benefits from shujiuxiang takeout is its own staff for distribution, can allow the service to extend to the distribution link. To practice bringing services online and maintaining the characteristics of Shujiuxiang Company, it is necessary to consider both service and distribution comprehensively.

(1) Combine a variety of delivery and distribution methods. On the one hand, with the surge of business volume, the staff in the store may not be able to digest the huge volume of online orders, so they should continue to cooperate with several major delivery platforms in the market such as "Ele. me", "Meituan" and "Baidu Takeaway", actively explore new delivery modes, especially strengthen the cooperation in small and medium-sized orders, and reduce the pressure on delivery personnel caused by the large volume of small and medium-sized orders. Some small and medium-sized orders or orders that do not require door-to-door service to save costs are given to the third delivery platform, which also reduces delivery costs for consumers. On the other hand,

the company maintains its own special distribution methods, and its employees provide door-to-door service to improve the service quality and optimize the service process. From home delivery to helping customers pack up and leave after dining, every link is as meticulous as possible, so that customers can feel the convenience of takeaway dining and enjoy the service like a store, so as to improve customer praise and reputation.

(2) Optimization of the whole process of distribution. One is the speed of delivery. Can receive orders from stores and frontline distribution two aspects of fast delivery speed, reduce the delivery time. In Shujiuxiang stores, we can optimize the whole process from receiving orders, equipping dishes, tableware and gifts, and then distributing the whole process, forming highly programmed operation steps, reducing the working time, reducing the connection time of each link, and improving the efficiency of the whole process. After the order is sent out, it is distributed by the distribution personnel, because the distribution team is jointly formed by shujiuxiang and the third party platform, on the basis of considering the appropriate cost, from the perspective of technology to explore the optimal distribution route, deepen the cooperation with the takeout platform, improve the distribution mode, to achieve the optimal distribution speed.

(3) Improving differentiated services. Give full play to the functions of its cloud database, and use big data to reflect differentiated and detailed services. By launching more product strategies such as the "Hotpot set for single people", psychologists have pointed out that single young people are more likely to feel anxious and lonely. Female groups, as the main force in the Haidilao takeout market, are more likely to perceive satisfaction in details. Based on the characteristics of the two groups, the company will provide differentiated warm services such as sending birthday greetings to customers, offering special holiday discounts on important holidays and giving gifts to members on specific days based on the membership information provided by the cloud database. Differentiated services are provided to customers of different genders and preferences

to accurately target their potential needs. For example, hair hoards and hairpins are provided to female customers to facilitate dining; recommendations are provided to customers who have previously noted that they do not eat spicy food or coriander, and nutritional soup is provided to pregnant women. When the offline service is brought to the online service, more attention is paid to the differentiation of service, which can not only provide good dining experience, but also reduce the cost of enterprises to a certain extent. We can provide targeted gifts instead of the whole customer group investing in all the service contents without difference.

Turn the result. Second, the quality of packaging. Haidilao is mainly engaged in hot pot products. Although it is not affected by food temperature requirements, the requirements for food packaging are still high for meat and vegetable foods with various flavors, as well as various dipping sauces and condiments. For the ingredients that need to be sealed or refrigerated, special packaging boxes should be used to maintain the quality of food taste. Exquisite packaging boxes will also bring different surprises to customers. Third, the service consciousness and safety consciousness of distribution personnel. Deliverers as the service link terminal, in addition to improving the service level of shujiuxiang itself quite characteristic in the process of dining, such as shujiuxiang fire, dish, cooking and telephone meal, etc., can also strengthen the service function in details, such as when to help customers buy some daily necessities, When you go, help with the garbage in the house, etc. Regular staff training can be carried out to enhance the service awareness of distribution personnel, pay attention to the protective measures in the service process, so that customers can put down the long-term alert psychology of the epidemic to enjoy the service process, and improve the level of customer satisfaction from various aspects.

#### 4.2.4 Enrich marketing means

Marketing is crucial for businesses as a way to have a conversation with customers even when they're not in the store. Especially after the COVID-19 outbreak, catering companies have had to go through a period of "closure", during which direct offline links between consumers and shujiuxiang are completely cut off. During the pandemic, consumers are more likely to focus their attention online, which is an opportunity for companies to improve their reputation. With the help of marketing publicity, after the epidemic was initially controlled, shujiuxiang resumed the launch of O2O catering mode, which could be known by customers at the first time, and consumers' accumulated consumption demand for a long time could bring shujiuxiang revenue in time. This is why the empirical results of the research on customer satisfaction of shujiuxiang O2O model under the background of COVID-19 show that marketing level is the most influential factor on customer satisfaction during COVID-19. We increase the time at home, which also allows network marketing to further highlight its role and importance, shujiuxiang should give full play to the role of the Internet, in-depth mining Internet marketing potential. If the marketing is done well, consumers' expectations for the enterprise will be greatly improved, which helps to establish a good brand image, brand image is like a business card, good brand image means good reputation, reputation up, repeat customers naturally more, the turnover of the enterprise will increase.

(1) Make good use of Internet tools to create characteristic marketing. Use the Internet platform to create hot marketing, topic marketing, strengthen the social attributes of the marketing process. With the development of homebody economy, people spend more time online. The customer activity of network platforms with strong social attributes, such as short video platforms, live broadcast platforms and social platforms, has been greatly increased. These platforms all have the function of information transmission, and the hot topics above can be spontaneously transmitted by netizens, which attracts high public attention. Haidilao to seize the advantages of these new media platforms, with new media platforms to carry out in-depth cooperation, make more similar to the

previous fire on the network shujiuxiang "net red eating method", "net red dipping sauce" and so on hot topics in the social circle, can cause users to discuss the spread, praise constantly. Shujiuxiang brand because of its high visibility, large customer groups, high degree of social discussion, is nicknamed by netizens have a "hot search constitution", shujiuxiang is almost every move, many stars can pay to be on the list of microblogging hot search. It should be noted that the high level of discussion has advantages and disadvantages for shujiuxiang, such as the previous "price hike wave", shujiuxiang was forced to immediately cut prices. Enterprises should develop their strengths and circumvent their weaknesses, actively create topics that have a positive role in promoting the corporate image, and avoid the impact of adverse topics. Also can through the "cloud eat hot pot", "live eat hot pot" and other activities, with consumers online real-time interaction, strengthen the connection between consumers and consumers, at the same time between consumers and consumers also establish emotional resonance, can effectively improve the reputation of the enterprise, improve consumer expectations.

(2) Two lines together, to help its own platform promotion. In addition to Internet promotion, offline promotion can also be carried out. Greeting cards can be attached to takeaway food delivery, and customers can be introduced to their own platforms by using card drainage. In addition, it can also launch special customized meals unique to the platform and adopt special preferential activities to guide customers to use its own platform. For example, the platform will issue exclusive membership coupons from time to time, redeem membership points for cash, invite friends to send cash deduction roll and other activities to attract customers to download and use Haidilao's own platform through these activities. Guide customers to pay attention to the wechat public number to obtain the latest preferential information, naturally there will be more and more people become shujiuxiang registered members, shujiuxiang can follow through its own platform of various functional plates, wechat public number to carry out more targeted marketing activities.

## CHAPTER 5 CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

With the development of the Internet and the popularity of electronic payment, various types of Internet + economic models have emerged, showing huge market development potential. Since the introduction of catering O2O model into the domestic market, it has been favored by the majority of consumers immediately. Especially at the end of 2019, China was hit by the novel coronavirus outbreak, and the catering industry suffered serious trauma. After the initial control of the epidemic, the catering industry, which was in urgent need of generating income to stop bleeding, had to rely on the initial recovery of online business mode. O2O model has always been the only business model in the catering industry. Shujiuxiang as a few listed hot pot enterprises, but also the O2O model into the enterprise development strategy, actively develop Internet marketing, vigorously promote their own online model. The epidemic, let shujiuxiang realize that the traditional catering model in response to the epidemic disaster when the huge weakness, industrial upgrading is imminent, explore more suitable for their own business model to let the enterprise to a more benign development of the road. Even after the storm of the epidemic has dissipated, in the post-epidemic era of highly informationized social and economic development, O2O model is still a part of enterprise development.

By summarizing the severe adverse impact of the epidemic on the development of all walks of life, this paper analyzes the self-rescue measures taken by the catering industry in the face of the impact of the epidemic, and finds that the O2O model plays a vital role in breaking through the dilemma of catering enterprises. Then find out the theoretical research status of O2O model, catering O2O model and customer satisfaction at home and abroad, read references carefully, find out the theoretical basis of this study. Combined with the practical impact of the novel coronavirus epidemic on



consumers, based on the consideration of improving customer satisfaction and making Haidilao obtain more customer satisfaction and repeat consumption, the shujiuxiang O2O model customer satisfaction evaluation model under the background of the novel coronavirus epidemic was constructed. Through questionnaire, customers were asked to score each link of shujiuxiang, and spss was used to process the collected customer rating results. The empirical analysis results verified the influence degree of 6 factors on the customer satisfaction of shujiuxiang O2O mode under the background of COVID-19. And according to the results of data analysis and the conclusion of hypothesis verification, the suggestions of shujiuxiang to improve the comprehensive satisfaction of customers are put forward, which has a very important practical significance for Shujiuxiang Company to optimize the business strategy to obtain the favorable impression of customers. This paper constructs the shujiuxiang O2O model customer satisfaction evaluation index system under the background of COVID-19. Although the existing model is modified and optimized, there are still some shortcomings. In this regard, it can be optimized from the following aspects for later researchers:

(1) As a food with local flavor characteristics, hot pot's customer satisfaction will be affected by regional factors. In the follow-up study, sample collection scope can be expanded to fully consider the influence of regional factors.

(2) This paper does not take into account the frequency of dining and the deviation of customer satisfaction perception brought by different platforms. Repeat customers and customers who have O2O takeout for the first time will have different comprehensive satisfaction, and different delivery platforms will bring different platform use experience. This paper only makes a general assessment on the impact of platform use on customer satisfaction.

(3) Due to the research on comprehensive customer satisfaction under the background of COVID-19, appropriate intermediate variables, such as perceived risk, can be

introduced into the measurement model. Later researchers can introduce appropriate intermediate variables combined with the actual situation, so that the measurement results can more accurately and comprehensively express customer satisfaction, or other research methods that meet the situation can be adopted. See if you can draw different conclusions based on other research methods.



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**APPROVAL PAGE**

**TITLE OF PROJECT: RESEARCH ON INFLUENCING FACTORS OF CUSTOMER SATISFACTION IN SHUJIUXIANG O2O MODEL UNDER THE BACKGROUND OF COVID-19**

**NAME OF AUTHOR: WAN LI**

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The undersigned is pleased to certify that the above candidate has fulfilled the condition of the project paper prepared in the partial fulfilment for the award of the degree of Master of Business Administration.

**SUPERVISOR**

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Date :

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Graduate School of Business

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