THE INFLUENCING FACTORS OF CUSTOMER SATISFACTION WITH FOOD DELIVERY PLATFORMS : A CASE STUDY OF MEITUAN

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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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ABSTRACT

With the rapid popularization of food delivery platforms in China, competition between Meituan and JD's food delivery business has intensified, while overseas market expansion poses additional challenges. In this context, customer satisfaction becomes crucial for competitive advantage.

This study adapted the ECSI model to examine how corporate image, perceived quality, service attitude, convenience, customer complaints, and perceived value influence customer satisfaction. This study adopted a quantitative analysis method. A total of 300 questionnaires were distributed and 296 valid responses collected (98.67% recovery rate). Using SPSS, reliability and validity tests as well as regression analyses were conducted to verify the model and assess the relationships among variables. Results show that corporate image, perceived quality, service attitude, and perceived value significantly enhance satisfaction, while consumption convenience and customer complaint handling have weaker yet notable effects.

The study recommends improving service operations and user experience, strengthening brand trust, optimizing feedback mechanisms, and refining pricing strategies to boost customer satisfaction and maintain market leadership.

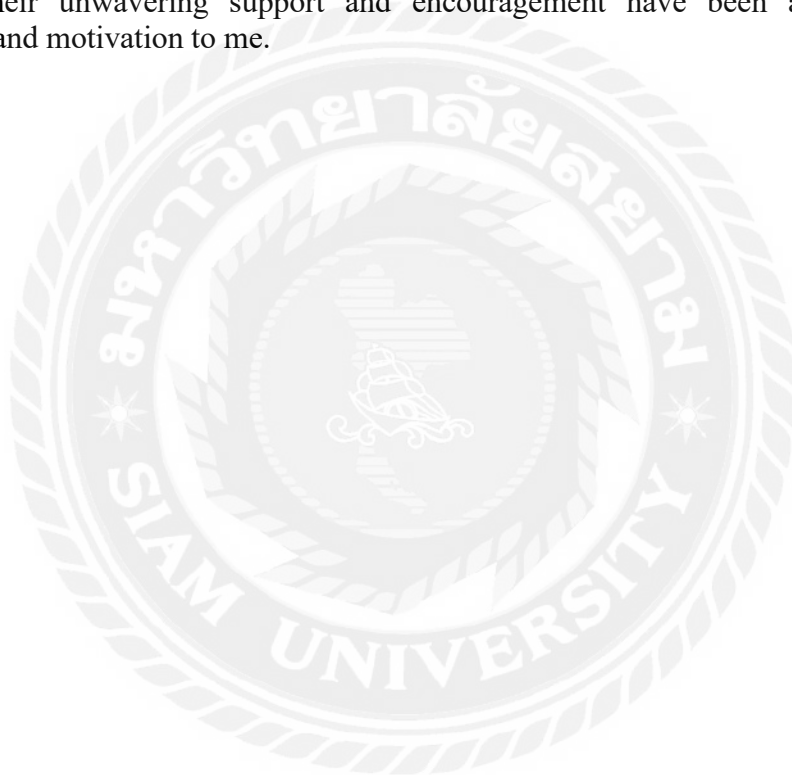**Keywords:** food delivery platform, customer satisfaction, Meituan, ECSI model.

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DECLARATION

I, Zheng Chi, hereby certify that the work embodied in this independent study entitled *" The Influencing Factors of Customer Satisfaction with Food Delivery Platforms : A Case Study of Meituan"* is result of original research and has not been submitted for a higher degree to any other university or institution.
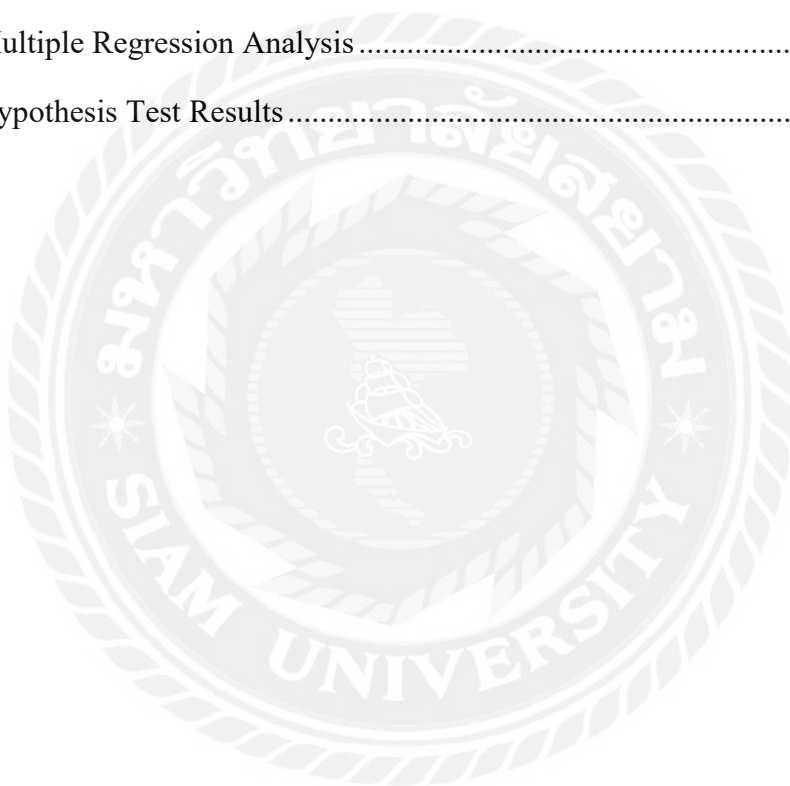
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Chapter 1 Introduction

1.1 Background of the Study

In recent years, China's food delivery industry has undergone unprecedented expansion, fueled by the widespread adoption of mobile internet, digital payment systems, and platform-based business models. According to China Baogao Network (2023), the total market size for online food delivery in China reached 1.1 trillion yuan in 2022, serving more than 540 million active users across the country. This exponential growth reflects not only changing consumer behaviors — such as the increasing preference for convenience and time efficiency—but also the technological and infrastructural maturity of China's digital economy.

Among the dominant players in the market, Meituan has emerged as the undisputed leader, occupying approximately 68%–70% of the national market share (South China Morning Post, 2024). This dominant position, however, has come under increasing pressure due to intensifying competition. Rival platforms such as Ele.me and the newly expanded JD Daojia have escalated competitive strategies, including aggressive price subsidies, exclusive merchant agreements, and logistics innovation, which have contributed to a highly saturated and competitive environment (Reuters, 2025).

Meanwhile, Meituan is facing growing pressure in user retention as rising competition and changing consumer expectations challenge its ability to maintain customer stickiness and long-term loyalty. While Meituan continues to attract new users, retaining existing customers has become increasingly difficult. The underlying reason is a significant shift in consumer expectations: users are no longer satisfied with mere low prices or wide selection—they now place greater importance on timely delivery, food freshness upon arrival, courier professionalism, and efficient customer service resolution (China Baogao Network, 2023).

Furthermore, the food delivery sector is expanding beyond domestic boundaries. Several Chinese platforms, including Meituan, are exploring international markets, especially in Southeast Asia, where local competitors such as GrabFood and Foodpanda already operate. This expansion introduces new cultural, logistical, and regulatory challenges, further emphasizing the need for robust customer satisfaction strategies (GlobeNewswire, 2025).

Against this backdrop, it is imperative to systematically investigate the key drivers of customer satisfaction with food delivery platforms. Understanding what factors most influence user loyalty, retention, and overall satisfaction is essential for platforms like Meituan to maintain a competitive edge and ensure sustainable growth. Prior research on customer satisfaction in service industries has highlighted several influential variables, but few studies have tailored such models to the unique

operational environment of online-to-offline (O2O) delivery platforms in China (IMARC Group, 2024).

Therefore, this study focuses exclusively on Meituan, using it as a representative case of leading food delivery platforms. Drawing on the European Customer Satisfaction Index (ECSI) model, a widely recognized and tested theoretical framework, the research aims to develop a quantitative and context-specific model that measures and analyzes the impact of multiple variables on customer satisfaction. These variables include corporate image, service attitude, perceived quality, convenience, customer complaints, and perceived value — all considered to be key elements in influencing user perceptions and behaviors.

1.2 Questions of the Study

To explore the influence of various factors on customer satisfaction with Meituan food delivery services, this study proposes the following six specific research questions based on the ECSI model:

(1) Does corporate image have a significant impact on customer satisfaction?

(2) Does perceived quality have a significant impact on customer satisfaction?

(3) Does service attitude have a significant impact on customer satisfaction?

(4) Does perceived value have a significant impact on customer satisfaction?

(5) Does consumption convenience have a significant impact on customer satisfaction?

(6) Does customer complaint handling have a significant impact on customer satisfaction?

1.3 Objectives of the Study

Although there has been extensive research on customer satisfaction models and service quality in various industries, relatively little attention has been paid to analyzing the influencing factors of customer satisfaction specifically within the online food delivery sector. Taking Meituan, China's largest food delivery platform, as a case study, this study aims to systematically construct and examine the core framework of influencing factors on customer satisfaction based on the European Customer Satisfaction Index (ECSI) model.

(1) To invetigate the impact of corporate image on customer satisfaction;

(2) To invetigate the impact of perceived quality on customer satisfaction;

(3) To invetigate the impact of service attitude on customer satisfaction;

(4) To invetigate the impact of perceived value on customer satisfaction;

(5) To analyze the impact of consumption convenience on customer satisfaction;

(6) To invetigate the impact of customer complaint handling on customer satisfaction.

1.4 Scope of the Study

This study focused on Meituan Food Delivery, China's largest online food delivery platform, as the empirical research object. To ensure the representativeness and comprehensiveness of the sample, a structured questionnaire survey was conducted among 300 Meituan users, covering a wide range of demographic characteristics including gender, age, frequency of platform usage, and duration of platform usage. A purposive sampling method was adopted to specifically target users who have used the Meituan platform for over two years and place at least five orders per month, ensuring that the respondents have sufficient experience to provide reliable evaluations.

The electronic questionnaires were distributed via popular online channels, including Wenjuanxing, which is user-friendly and convenient for large-scale data collection. This approach not only enabled respondents to participate in the survey at any time but also effectively improved the recovery rate and data quality. The data collection period spanned from May to June 2025, providing ample time for responses and preliminary cleaning.

This study employed SPSS statistical software to conduct reliability testing, validity analysis, correlation analysis, and multiple linear regression analysis. Based on the results of this empirical analysis, targeted recommendations were proposed to help Meituan further enhance user satisfaction, strengthen its competitive advantage, and promote sustainable development in the increasingly competitive food delivery industry.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study focused on the customer satisfaction evaluation of Meituan Food Delivery and systematically analyzed the impact of six key variables — corporate image, perceived quality, service attitude, convenience, customer complaints, and perceived value — on customer satisfaction. It provides a new perspective and empirical foundation for theoretical research in the field of digital platform services and customer behavior. While customer satisfaction has long been a central topic in marketing research, few studies have comprehensively applied and modified the ECSI (European Customer Satisfaction Index) model specifically to China's food delivery industry. By adapting and extending the ECSI model, this study explores the causal mechanisms among variables within the unique context of Meituan's service system.

On the one hand, this research enriches the theoretical framework of customer satisfaction by incorporating emerging factors such as digital convenience and complaint handling into the traditional satisfaction model. This extension enhances the model's applicability in the era of platform-based consumption and real-time service. On the other hand, the study offers empirical validation through quantitative data collected from a large sample, which further strengthens the robustness of the proposed model. The findings contribute to a deeper understanding of consumer perception and behavior in the context of online-to-offline (O2O) service delivery, and provide valuable references for future academic studies focusing on digital service satisfaction and platform economy.

1.5.2 Practical Significance

From a practical standpoint, this study holds important value for improving service quality and operational efficiency on food delivery platforms, particularly Meituan. By clearly identifying and analyzing the factors that influence customer satisfaction, the findings offer actionable insights for platform managers, frontline staff, and policymakers. For instance, the results suggest that enhancing service attitude and perceived quality can directly improve user experience and loyalty. Platform managers can use this information to design targeted training programs for delivery personnel and customer service representatives to enhance responsiveness and courtesy.

Moreover, by understanding how corporate image and perceived value affect customer retention, Meituan can optimize its brand communication and value proposition, especially under increasing price competition. Improving the user experience in convenience, such as smoother app navigation and faster delivery, can also serve as a differentiator in the highly saturated market. Furthermore, the study highlights the often-overlooked importance of customer complaint handling as a driver of satisfaction. Implementing more effective feedback loops and response mechanisms may turn dissatisfied customers into loyal advocates.

Lastly, the insights derived from this study not only benefit Meituan but can also serve as a reference for other domestic and international food delivery platforms seeking to refine their service models. The practical significance of this research lies in its ability to translate empirical data into strategic recommendations, thereby bridging the gap between theoretical research and real-world application in platform service management.

1.6 Definition of Key Terms

Corporate image refers to how customers feel and think about a company as a whole. It includes their impression of the brand's reputation, reliability, and how trustworthy or professional the company seems.

Perceived quality refer to how customers judge the overall quality of the products or services they receive. It focuses on whether the service meets their expectations in terms of performance, reliability, and satisfaction.

Service attitude describes how friendly, patient, and helpful the staff or service providers are when dealing with customers. A good service attitude makes customers feel respected and cared for.

Consumption convenience refers to how easy and fast it is for customers to use the service. This includes how simple it is to place an order, make payments, and receive deliveries on time without unnecessary trouble.

Customer complaint handling reflects how customers react when they face problems and how well the company handles those issues. Effective complaint handling can turn a bad experience into a positive one.

Perceived value means how customers feel about what they get compared to what they pay. If they think the service is worth the money and effort, they will feel that the value is high.

Customer satisfaction shows how happy and content customers are with their overall experience. It reflects whether the company's service meets or exceeds their expectations and needs.

Chapter 2 Literature Review

2.1 Introduction

This chapter reviews the major literature related to customer satisfaction and the European Customer Satisfaction Index (ECSI) model as applied to online food delivery platforms, providing a theoretical foundation for the variables and hypotheses of this study. The literature review focues on key factors influencing customer satisfaction with food delivery platforms, including corporate image, service attitude, perceived quality, convenience, customer complaint handling, and perceived value. By systematically reviewing existing studies on customer satisfaction in service industries and digital platforms, this chapter establishes theoretical support for each variable in the research model, clarifies their potential interrelationships, and lays the groundwork for subsequent hypothesis testing in the context of Meituan Food Delivery.

2.2 Literature Review

2.2.1 ECSI Model

The European Customer Satisfaction Index (ECSI) model represents a milestone in the development of customer satisfaction research in Europe. Developed in the late 1990s based on the American Customer Satisfaction Index (ACSI) and the Swedish Customer Satisfaction Barometer (SCSB), the ECSI model was designed to better reflect the socio-economic and cultural conditions of European countries (Fornell, 1992; Johnson et al., 2001). Unlike its American counterpart, the ECSI framework emphasizes the structural relationships among multiple latent variables to improve explanatory power and cross-national applicability (Grønholdt et al., 2000).

The ECSI model consists of six core constructs: corporate image, customer expectations, perceived quality, perceived value, customer satisfaction, customer complaints, and customer loyalty. Among these, corporate image is considered an antecedent that influences expectations, perceived quality, and perceived value (Kristensen et al.,1999). Perceived quality and perceived value are central mediators that jointly shape customer satisfaction. In contrast to the ACSI model, ECSI places greater emphasis on corporate image and treats customer complaints as a consequence rather than a cause of satisfaction (Grigoroudis & Siskos, 2010). These distinctions make the ECSI model particularly useful in evaluating service-based industries such as telecommunications, finance, and digital platforms.

Multiple empirical studies have validated the applicability of the ECSI framework across different countries and sectors. For example, Martensen et al. (2000) applied the model to Danish mobile phone services and found strong explanatory

power, especially from perceived value to satisfaction. Similarly, Cuiet al., (2003) utilized the ECSI model to compare cross-cultural service perceptions, suggesting that corporate image and perceived quality exert significant indirect effects on loyalty via satisfaction. Furthermore, in recent digital economy applications, the ECSI framework has been adapted to evaluate platform-based service experiences, such as e-commerce, online banking, and food delivery (Grigoroudis et al., 2008).

Based on the traditional ECSI (European Customer Satisfaction Index) model, this study introduced modifications to better reflect the characteristics of online food delivery services in China, specifically taking Meituan as the research subject. While retaining the model's core theoretical structure, seven variables are selected to form the modified framework: corporate image, perceived quality, service attitude, perceived value, consumption convenience, customer complaints, and customer satisfaction. These elements were identified and validated through questionnaire surveys and extensive literature review. Together, they captured the multi-dimensional nature of customer satisfaction in the food delivery context, ensuring the model's applicability and relevance to real-world platform operations.

2.2.2 Corporate Image

Corporate image refers to the overall perception that customers form about a company based on their interactions, media exposure, social reputation, and organizational behavior. It serves as a mental shortcut that allows consumers to interpret and evaluate the quality and reliability of a company's services, even before direct experience occurs. Scholars have long recognized corporate image as a critical antecedent in customer satisfaction models. It not only influences customer expectations but also shapes customers' emotional and cognitive evaluations of service performance.

According to Andreassen and Lindestad (1998), corporate image can be divided into functional and emotional components: functional aspects include tangible attributes like product quality and service consistency, while emotional components stem from customers' feelings and symbolic associations with the company. A strong and positive corporate image often acts as a trust substitute, especially in service industries where customers cannot fully evaluate quality before consumption (Nguyen & Leblanc, 2001).

In satisfaction models such as ECSI, corporate image plays a dual role. First, it directly affects customer expectations and perceived quality, thereby exerting an indirect influence on satisfaction. Second, some empirical studies suggest a direct positive effect on customer satisfaction itself. For instance, Bravo et al. (2009) found that a favorable corporate image enhances satisfaction by reinforcing customers' perception of value and trust. Similarly, studies in the digital services sector suggest

that platforms with stronger corporate branding are more likely to retain customers due to increased affective commitment (Martensen et al., 2000).

In the context of online food delivery platforms like Meituan, corporate image is particularly vital. As customers are often exposed to multiple platforms offering similar services, brand perception becomes a differentiating factor. A strong image conveys reliability, hygiene standards, and service professionalism － all of which contribute to higher satisfaction and repeat usage intentions.

Thus, corporate image functions as a strategic intangible asset that helps build competitive advantage by enhancing both perceived service quality and overall customer satisfaction. Its role is foundational in shaping consumer trust, reducing perceived risk, and strengthening the emotional bond between the consumer and the platform.

2.2.3 Service Attitude

Service attitude is broadly defined as the behavior, responsiveness, and emotional display of service personnel during customer interactions. It encompasses dimensions such as politeness, willingness to help, problem-solving enthusiasm, and the overall friendliness exhibited during the service process. In the service marketing literature, service attitude has been consistently identified as a critical factor influencing customer perceptions and satisfaction, particularly in high-contact or experience-based services (Parasuraman et al., 1985).

Unlike technical quality, which involves tangible elements such as delivery speed or accuracy, service attitude represents emotional quality—how customers feel about the service. Research by Bitner et al., (1990) emphasized that even when service outcomes meet expectations, a poor attitude from service personnel may significantly reduce satisfaction levels. Conversely, positive interpersonal interactions can enhance customers＇ tolerance toward minor service failures and foster loyalty.

In the digital platform context, including food delivery services, service attitude manifests through delivery agents＇ professionalism, courtesy, and their handling of unforeseen situations such as late deliveries or damaged packaging. Zeithaml et al., (1996) argued that in highly standardized service processes, human elements like empathy and communication become key differentiators of customer experience. Their SERVQUAL model also identifies responsiveness and assurance—both rooted in service attitude—as essential dimensions of service quality that directly influence satisfaction.

Empirical studies have further validated the connection between service attitude and customer satisfaction. For example, research on mobile food delivery platforms

found that polite communication from delivery staff and proactive problem-solving behavior significantly enhance users' satisfaction and perceived trust (Yeo et al., 2017). In such environments, where customers often interact with delivery agents more than the platform itself, service attitude becomes a primary point of emotional engagement, shaping the overall perception of the brand.

Therefore, service attitude is not merely a soft skill, but a strategic variable within customer satisfaction frameworks. Especially in industries with limited physical interaction like food delivery, it plays a critical role in shaping service impressions, mitigating dissatisfaction, and reinforcing emotional loyalty.

2.2.4 Perceived Quality

Perceived quality refers to the customer's overall subjective assessment of a product or service's performance based on their actual experience. It is not merely the objective technical quality of a service, but rather how customers perceive and internalize that quality, often influenced by expectations, prior experiences, and contextual factors (Zeithaml, 1988). As such, perceived quality serves as a core component of customer satisfaction models and is widely acknowledged as a direct and powerful predictor of satisfaction.

In the context of service industries, especially those with low product tangibility such as food delivery, perceived quality encompasses multiple dimensions—including food freshness, delivery speed, packaging condition, app interface usability, and order accuracy. Fornell et al. (1996) emphasized that perceived quality is central to the American Customer Satisfaction Index (ACSI) and ECSI models, noting that it significantly impacts both customer satisfaction and perceived value.

Cronin and Taylor (1992) also proposed that service quality should be treated as an antecedent to satisfaction rather than a consequence, supporting a performance-only evaluation model (SERVPERF) over the expectations-performance gap (SERVQUAL). Their empirical findings revealed that perceived performance alone strongly influences satisfaction, suggesting that managing customers' real-time experiences should be prioritized over merely shaping expectations.

Recent digital platform studies further highlight the relevance of perceived quality in technology-mediated services. Yeo et al. (2017) found that in food delivery services, factors like ease of order placement, accuracy of food preparation, and the reliability of delivery agents significantly shape perceived quality and, in turn, affect user satisfaction and future usage intentions. These findings align with earlier work by Grönroos (1984), who distinguished between technical quality (what is delivered) and functional quality (how it is delivered), both of which are internalized in the customer's perception.

In summary, perceived quality remains a cornerstone of customer satisfaction research. In the case of online food delivery, it functions as a composite of service reliability, convenience, and the quality of the end product, all of which determine whether the customer experience is considered favorable. Its robust predictive power makes it an indispensable variable in satisfaction models and a critical target for service enhancement strategies.

2.2.5 Consumption Convenience

Consumption convenience refers to the ease and efficiency with which consumers can complete their transactions or access services, encompassing dimensions such as platform usability, order placement, payment process, and delivery logistics (Seiders et al., 2007). In the context of digital platforms like Meituan, where consumers interact with the service entirely online, convenience becomes a critical determinant of user experience and satisfaction. Unlike traditional service industries, the online food delivery market places a premium on fast and seamless service, where even minor inconveniences—such as app crashes, delayed orders, or confusing interfaces—can substantially reduce customer satisfaction.

Numerous studies have emphasized the role of convenience in influencing consumer perceptions and behaviors. Berry et al. (2002) categorize convenience into five types: decision, access, transaction, benefit, and post-benefit convenience, highlighting that a deficiency in any of these aspects can negatively affect satisfaction. For online services, transaction and benefit convenience are especially salient — referring respectively to the ease of ordering/paying and the timeliness or accuracy of receiving what was ordered.

Srinivasan et al. (2002) integrated convenience as a key factor in digital customer loyalty models, arguing that seamless digital interactions contribute significantly to perceived service quality and, ultimately, to satisfaction. They note that the more efficient and intuitive the process, the more likely users are to return, especially in high-frequency, low-involvement industries like food delivery. Furthermore, Zhang and Prybutok (2005) demonstrated that in e-service contexts, perceived convenience mediates the relationship between system quality and satisfaction, showing that technical performance must translate into user-friendly processes to enhance customer perceptions.

In highly competitive sectors, improving consumption convenience can be a decisive strategic advantage. For instance, food delivery platforms that optimize order flows, minimize waiting times, and provide real-time tracking are more likely to retain users. As such, consumption convenience is not merely a functional attribute but a strategic asset that significantly shapes the customer's overall satisfaction with

the platform.

2.2.6 Customer Complaint Handling

Customer complaint handling refers to the processes and responses a company undertakes when customers express dissatisfaction with a product or service. It serves as a critical post-consumption feedback mechanism and plays a pivotal role in shaping the overall customer experience (Tax et al., 1998). In customer satisfaction models like ECSI, complaint handling is often positioned as an outcome variable or moderator that can either mitigate dissatisfaction or, if handled effectively, enhance satisfaction and loyalty.

According to Davidow (2003), effective complaint handling encompasses timely responses, respectful communication, fair solutions, and follow-up actions, all of which contribute to restoring customer trust. Even when service failures occur, organizations that address customer concerns proactively and empathetically can recover the service experience, a phenomenon widely recognized as the "service recovery paradox" (McCollough, Berry, & Yadav, 2000). This paradox highlights that under certain conditions, customers may feel more satisfied after a well-handled complaint than if no issue had occurred in the first place.

Furthermore, Kim et al. (2009) emphasized that the emotional aspect of complaint handling—such as showing empathy and actively listening to customers—is often more influential than the technical resolution. Especially in service industries like food delivery, where errors can range from late arrivals to missing items, the perception of being valued and respected during the complaint process significantly affects overall satisfaction and repurchase intention.

In digital platforms, automated complaint systems and chatbots are increasingly used, but research indicates that customers still value humanized and personalized responses. Platforms like Meituan must balance efficiency and emotional engagement to ensure effective resolution. Poor complaint management not only fails to resolve dissatisfaction but may also intensify it, leading to negative word-of-mouth and customer churn.

In sum, complaint handling is a double-edged sword in customer satisfaction: when well-executed, it enhances satisfaction and loyalty; when mishandled, it exacerbates negative sentiment and undermines customer relationships.

2.2.7 Perceived Value

Perceived value is defined as the customer's overall assessment of the utility of a

product or service, based on what is received versus what is given (Zeithaml, 1988). It is not limited to monetary price, but also includes non-monetary aspects such as time, effort, and psychological costs. In satisfaction models like the ECSI and ACSI, perceived value functions as an essential mediating variable that connects perceived quality with customer satisfaction, translating the technical and experiential aspects of service into a final attitudinal outcome.

Sweeney and Soutar (2001) proposed that perceived value consists of multiple dimensions, including functional value (performance), emotional value (affective response), and social value (status and image). Their study highlighted that perceived value is a direct antecedent of customer satisfaction, especially in consumer service settings. In highly competitive and price-sensitive industries like online food delivery, perceived value can be a decisive factor influencing repeat purchase and satisfaction outcomes (Ryu et al., 2008).

Fornell et al. (1996) emphasized that even when perceived quality is high, customers may not feel satisfied if they believe the price or effort required outweighs the benefit received. This cost-benefit tradeoff becomes increasingly significant in digital service environments, where customer expectations for speed, convenience, and reliability are high. For instance, if a food delivery platform offers fast service but at high delivery fees, customers may perceive the value to be low, leading to dissatisfaction despite efficient operations.

Research by Petrick (2002) also supports the notion that perceived value mediates the relationship between service quality and satisfaction. His findings suggest that perceived value is a more accurate predictor of behavioral intentions than quality alone. This underscores the importance of not only delivering high service quality but also ensuring customers perceive they are getting sufficient value for what they pay or invest.

Overall, perceived value plays a pivotal role in customer satisfaction models by integrating both rational evaluations and subjective impressions of value-for-money. For service platforms like Meituan, optimizing perceived value — by offering promotional incentives, improving service efficiency, and enhancing overall user experience—can significantly strengthen customer satisfaction and loyalty.

2.2.8 Customer Satisfaction

Customer satisfaction is a core construct in marketing and service management research, reflecting customers' overall emotional and cognitive evaluation of their consumption experiences. It represents the degree to which customer expectations are met or exceeded through a product or service, often serving as a critical indicator of business success (Oliver, 1997). As a central dependent variable in models such as the

American Customer Satisfaction Index (ACSI) and the European Customer Satisfaction Index (ECSI), customer satisfaction bridges the gap between perceived value and behavioral outcomes like loyalty and repurchase intentions (Fornell et al., 1996; Grigoroudis & Siskos, 2010).

In the ECSI model, customer satisfaction is not merely an emotional reaction but a cumulative evaluation resulting from multiple antecedents — including corporate image, perceived quality, service attitude, perceived value, convenience, and complaint handling. The model views satisfaction as a mediating variable that transforms customer perceptions and service interactions into long-term behavioral responses such as positive word-of-mouth and brand loyalty (Kristensen et al.,1999). This reflects the dynamic nature of satisfaction, which is shaped by both cognitive assessments (e.g., service quality, value for money) and affective responses (e.g., trust and emotional fulfillment).

From a practical perspective, achieving high customer satisfaction has been linked to reduced churn, improved customer retention, and sustainable competitive advantage (Homburg et al.,2006). Especially in highly competitive service sectors such as food delivery or e-commerce, minor changes in customer satisfaction scores can lead to significant shifts in market share. This makes it crucial for companies to monitor, model, and optimize the factors that drive satisfaction.

In sum, customer satisfaction serves both as a diagnostic indicator for service effectiveness and a strategic lever for customer relationship management. Its multidimensional nature — spanning expectations, perceptions, and post-purchase evaluations — makes it an indispensable focus of empirical service research and business operations alike.

2.3 Introduction to Meituan Food Delivery

As one of the largest on-demand service platforms in the world, Meituan food delivery plays a dominant role in China's food delivery industry. Founded in 2013 as a subsidiary of Meituan Dianping, Meituan Waimai rapidly expanded in scale and influence through its vast logistics infrastructure, AI-driven dispatch system, and competitive service strategies. By 2022, the platform had captured approximately 68%－70% of China＇s food delivery market, making it the undisputed market leader in an industry valued at over 1.1 trillion RMB, with 540 million users nationwide (South China Morning Post, 2024; iResearch, 2023).

Meituan's dominance is attributed to its comprehensive ecosystem, which integrates food delivery with other local services such as grocery, medicine, and convenience store deliveries. Its logistical efficiency is supported by millions of registered delivery riders and smart dispatch systems that optimize routes based on

real-time demand, traffic conditions, and weather forecasts. This massive scale and operational intelligence not only position Meituan as a leader in efficiency but also as a benchmark for service quality and innovation in the on-demand delivery sector (Meituan Research Institute, 2023).

Despite its leadership, Meituan faces mounting challenges. The entry of JD Daojia and aggressive pricing strategies from Ele.me (owned by Alibaba Group) have intensified market competition. Service homogenization, high customer acquisition costs, and growing user expectations for personalized, fast, and reliable experiences further pressure Meituan to innovate and improve satisfaction levels. For example, researchers found that intensified price competition in China＇s food-delivery market is eroding platform profit margins and placing strain on customer service and delivery reliability (Zhang & Xu, 2025).

Given its scale, centrality, and influence, Meituan Waimai is an ideal subject for empirical studies on customer satisfaction. It provides a rich context for analyzing how various service factors — including perceived quality, delivery convenience, complaint handling, and corporate image — influence user experience and loyalty. Moreover, insights drawn from Meituan＇s customer base are highly generalizable, as they reflect diverse demographic segments and consumer behaviors across China＇s urban and suburban regions (Wang et al., 2022).

Therefore, selecting Meituan as the focal point for evaluating customer satisfaction is both strategically representative and practically meaningful. As the flagship platform in China's delivery economy, its user experience strategies and satisfaction outcomes have industry-wide implications. Research grounded in the Meituan context not only enhances the academic understanding of customer satisfaction in digital service environments but also provides valuable guidance for policy, platform design, and service optimization across the broader food delivery ecosystem.

2.4 Conceptual Framework

Based on the European Customer Satisfaction Index (ECSI) model and after systematically reviewing relevant studies on digital platform services, this study proposes an influencing factor model for customer satisfaction with Meituan Food Delivery. This model identiffies the influencing factors of Meituan customer satisfaction as six key dimensions: corporate image, perceived quality, service attitude, perceived value, consumption convenience, and customer complaint handling, with customer satisfaction as the outcome variable. By integrating these variables into a single framework, the model provides a comprehensive representation of how service and perception-related factors jointly shape user satisfaction on the platform. The conceptual framework of this study is shown in Figure 2.1.
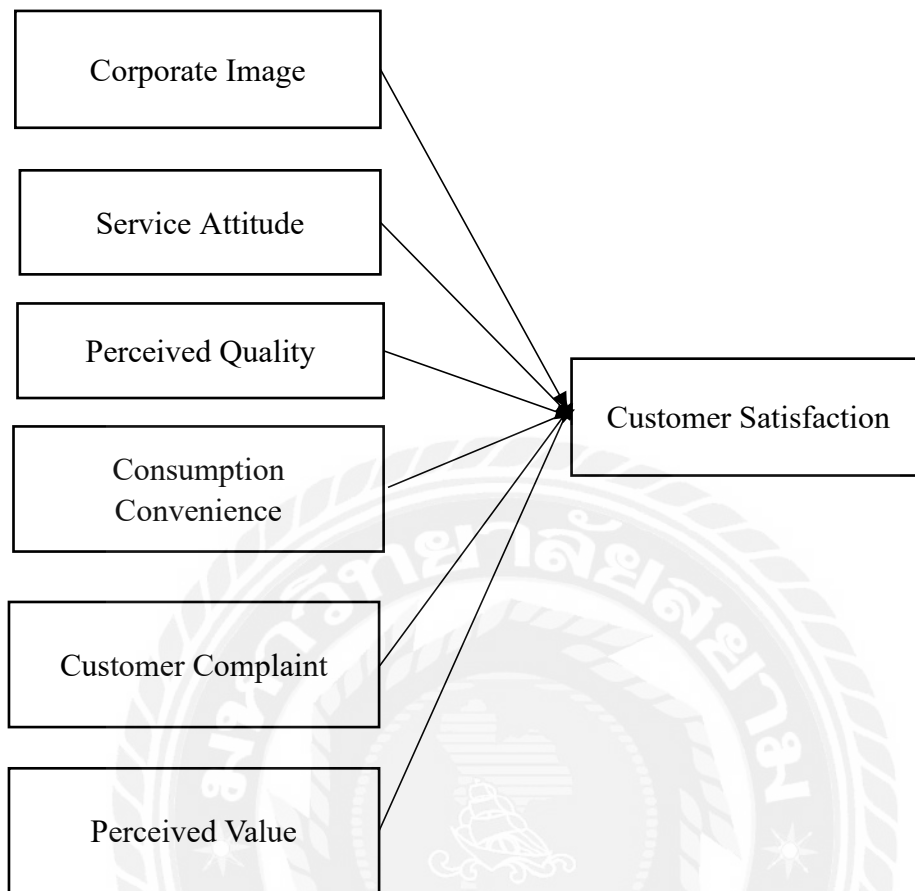
Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study employed a quantitative approach based on the European Customer Satisfaction Index (ECSI) model to explore the factors influencing customer satisfaction with Hema Fresh. A structured questionnaire was developed and distributed to customers, collecting data on seven core variables: corporate image, perceived quality, service attitude, perceived value, convenience, customer complaint and customer satisfaction.

A total of 300 questionnaires were distributed, and 296 valid responses were collected, resulting in a high response rate. The questionnaire consisted of two parts: demographic information and Likert-scale items (1–5) measuring each construct.

The data were analyzed using SPSS software. Descriptive statistics were first used to summarize the sample characteristics. Reliability analysis (Cronbach's Alpha) and validity tests (KMO and Bartlett's Test) were conducted to ensure data quality. Subsequently, regression analysis was conducted to examine the relationships among the variables.

3.2 Population and Sample

This study targeted Meituan food delivery platform users as the research population, with a particular focus on active users who have placed food delivery orders within the past three months. To ensure the robustness and credibility of the research results, a random sampling method was adopted. A total of 300 questionnaires were distributed, and 296 valid responses were successfully collected, achieving a valid recovery rate of 98.67%. This sample size not only met the requirements for subsequent reliability, validity, and regression analyses but also provided a solid data foundation for exploring the influencing factors of customer satisfaction.

During the sampling process, careful attention was paid to the demographic diversity of respondents to ensure the sample's representativeness. Key characteristics considered include gender, age frequency of using Meituan, and region of residence. These demographic variables are essential, as user perceptions and usage duration.

By ensuring a diverse and representative sample, this study minimized potential bias and enhances the generalizability of the findings. The collected data provided a reliable basis for subsequent quantitative analyses.

3.3 Hypothesis

This study aims to verify, through quantitative analysis, the specific impacts of corporate image, perceived quality, service attitude, perceived value, consumption convenience, and customer complaint handling on Meituan customer satisfaction, providing theoretical support and practical guidance for enhancing user satisfaction on food delivery platforms. Therefore, the following hypotheses are proposed:

H1: Corporate Image has a significant positive impact on Customer Satisfaction.

H2: Perceived Quality has a significant positive impact on Customer Satisfaction.

H3: Service Attitude has a significant positive impact on Customer Satisfaction.

H4: Consumption Convenience has a significant positive impact on Customer Satisfaction.

H5: Customer Complaint Handling has a significant positive impact on Customer Satisfaction.

H6: Perceived Value has a significant positive impact on Customer Satisfaction.
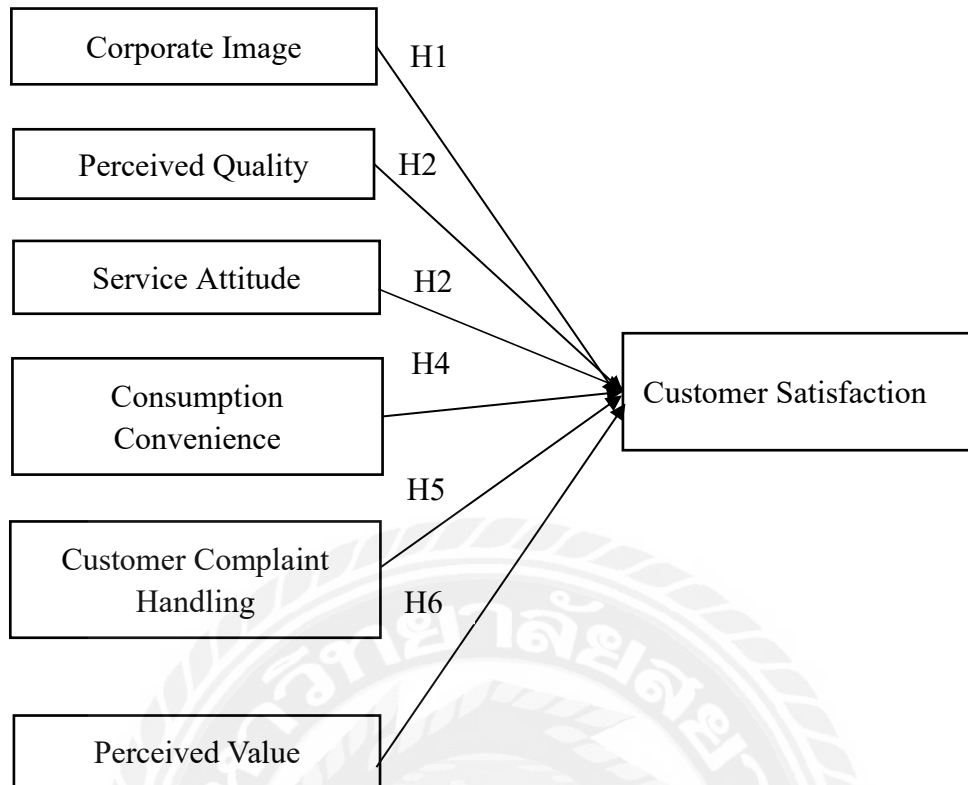
Figure 3.1 Hypotheses

3.4 Research Instrument

This study utilized a structured questionnaire as the primary instrument for data collection. Based on the ECSI (European Customer Satisfaction Index) model, and after appropriate adaptation to the context of China's food delivery industry, the questionnaire identifies six core dimensions that influence customer satisfaction: corporate image, perceived quality, service attitude, consumption convenience, customer complaint handling and perceived value. Each dimension is operationalized through multiple measurement items, enabling a comprehensive and quantifiable evaluation of the factors influencing satisfaction on the Meituan platform.

The questionnaire consists of a total of 35 items, divided into two main sections:

The first section includes 4 items and is designed to collect the respondents' basic demographic information, including gender, age, usage frequency, and usage duration of Meituan food delivery services. These demographic variables serve to support descriptive statistics and subgroup analyses.

The second section contains 35 items and focuses on core latent variables related to customer satisfaction. Each construct is measured using a 5-point Likert scale, where 1 indicates "strongly disagree" and 5 indicates "strongly agree." The items are carefully adapted from existing validated measurement scales and refined based on the characteristics of the food delivery service industry in China to ensure contextual relevance and measurement accuracy.

The distribution of measurement items across each dimension is presented in Table 3.1.

Table 3.1 Measurement Items

Influencing Factor	Measurement Item	NO.
Corporate Image	Meituan has a good public reputation.	1
	Meituan is a trustworthy platform.	2
	Meituan's brand image is superior to other food delivery platforms.	3
	The overall corporate image of Meituan is satisfactory.	4
	Meituan demonstrates a strong sense of social responsibility.	5
Perceived Quality	The overall quality of products received via Meituan is satisfactory.	6
	Meituan's delivery time is satisfactory.	7
	The goods remain intact during the delivery process.	8
	I am satisfied with the professionalism of Meituan delivery personnel.	9
	Meituan responds promptly to customer inquiries.	10
Service Attitude	The delivery staff are friendly	11
	Customer service representatives handle issues proactively	12
	The overall attitude of Meituan service personnel is positive	13
	The platform shows respect for customers during service interactions.	14
	The platform values customer feedback.	15
Consumption Convenience	The ordering process on Meituan APP is simple and convenient.	16
	The payment methods are diverse and smooth.	17
	The interface design is clear and easy to use.	18

	Delivery time options are flexible.	19
	The overall ordering process via Meituan is very convenient.	20
Customer Complaint Handling	It is easy to find complaint channels when encountering issues.	21
	The platform responds quickly to complaints.	22
	The complaint handling process is fair and reasonable.	23
	I am satisfied with the results of complaint handling.	24
	I am willing to continue providing feedback to the platform in the future.	25
Perceived Value	Meituan's prices are reasonable.	26
	The prices match the quality of services provided.	27
	Promotional activities attract me to use Meituan.	28
	Meituan's overall prices are more competitive than other platforms.	29
	Meituan's pricing system is clear and transparent.	30
Customer Satisfaction	Overall, I am satisfied with Meituan's delivery services.	31
	The Meituan experience exceeds my expectations.	32
	I would recommend Meituan to others.	33
	I will continue to use Meituan in the future.	34
	Meituan is a platform worth long-term use.	35

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Questionnaire Reliability Analysis

Table 3.2 Reliability Evaluation Criteria

Cronbach's Alpha	Reliability
Cronbach's Alpha<0.6	Unreliable
0.6<Cronbach's Alpha<0.7	Moderately Reliable
0.7<Cronbach's Alpha<0.8	Relatively Reliable
Cronbach's Alpha>0.8	Highly Reliable

Reliability measures the consistency of test results. It reflects the stability of measurement tools across different time points or samples, that is, whether the same measurement object can yield consistent results under similar conditions. For this purpose, the study uses Cronbach's Alpha coefficient, widely applied in questionnaire analysis, to assess the internal consistency of the questionnaire as a whole and its

various sub-scales. Cronbach's Alpha is a reliable reliability test method that can evaluate the degree of intercorrelation among a set of items. Generally, when the Cronbach's Alpha coefficient is higher than 0.7, the reliability of the measurement tool is considered satisfactory; if the coefficient approaches or exceeds 0.8, it indicates that the questionnaire has very good internal consistency.

In this survey, the questionnaire is divided into multiple dimensions, covering measurement items related to corporate image, perceived quality, service attitude, perceived value, consumption convenience, customer complaint handling, and customer satisfaction. Each dimension contains several items designed to comprehensively capture users' perceptions of Meituan food delivery services. To ensure the internal consistency and measurement reliability of each construct, Cronbach's Alpha coefficient was used to test the reliability of each dimension individually. The specific evaluation criteria for interpreting Cronbach's Alpha are presented in Table 3.2.

Table 3.3 Reliability Test

Variate	Cronbach's Alpha	N of Items
Corporate Image	0.8663	5
Perceived Quality	0.8708	5
Service Attitude	0.8658	5
Convenience	0.8695	5
Customer Complaint Handling	0.8543	5
Perceived Value	0.8782	5
Customer Satisfaction	0.9571	5

The questionnaire is divided into seven dimensions, namely Corporate Image, Perceived Quality, Service Attitude, Convenience, Customer Complaint Handling, Perceived Price, and Customer Satisfaction, each measured by five corresponding items. To evaluate the internal consistency of the scale, Cronbach's Alpha coefficients were calculated for each dimension.

As shown in Table 3.3, the Cronbach's Alpha values for all variables range from 0.8543 to 0.9571, which are well above the commonly accepted threshold of 0.7 for good internal consistency (Nunnally & Bernstein, 1994). Specifically, Customer Satisfaction demonstrates the highest internal consistency with a Cronbach's Alpha of 0.9571, indicating excellent reliability. The other dimensions also exhibit strong reliability, with Perceived Price (0.8782), Perceived Quality (0.8708), Convenience (0.8695), Corporate Image (0.8663), Service Attitude (0.8658), and Customer Complaint Handling (0.8543) all scoring above 0.85.

These results suggest that the questionnaire possesses high internal reliability across all dimensions, confirming that the items within each construct are highly consistent and can reliably measure the intended theoretical concepts. The high

reliability of the measurement instruments provides a solid foundation for further validity testing and regression analysis in the subsequent stages of the study.

3.5.2 Questionnaire Validity Analysis

Table 3.4 KMO and Bartlett's Test

KMO Measure of Sampling Adequacy	0.901
Bartlett's Test of Sphericity (Chi-Square)	5412.178
Degrees of Freedom	460
Significance (p-value)	.000

The Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy for this study is 0.901, which is well above the recommended threshold of 0.8, indicating that the data are highly suitable for factor analysis. A KMO value above 0.9 is generally considered "superb" according to Kaiser's (1974) standard, suggesting that partial correlations among variables are low and that the underlying factors are likely to be reliable and distinct.

Additionally, the results of Bartlett's Test of Sphericity show a Chi-Square value of 5412.178 with 460 degrees of freedom, and a p-value of .000, which is highly significant at the 0.001 level. This completely rejects the null hypothesis that the correlation matrix is an identity matrix, further confirming that the variables are sufficiently interrelated to justify the application of factor analysis.

These findings jointly demonstrate that the construct validity of the questionnaire is strong, and that the dataset satisfies the necessary conditions for proceeding with exploratory factor analysis, thus ensuring a robust foundation for evaluating the structural relationships among the variables in the subsequent analyses.

3.6 Data Collection

This study targeted Meituan food delivery users as the research subjects, focusing on exploring the key factors influencing customer satisfaction. The data collection period was from July to September 2025. Questionnaires were distributed and collected primarily through the professional online survey platform Wenjuanxing, ensuring wide coverage and ease of access for respondents.

A total of 300 questionnaires were distributed to users across various demographic backgrounds, including gender, age, frequency and duration of Meituan usage. During the data collection process, the research team conducted rigorous validity checks, eliminating responses that were incomplete, contained obvious

logical inconsistencies, or showed patterns of perfunctory answers (e.g., selecting the same score throughout).

After this cleaning process, a total of 296 valid responses were retained, resulting in a valid response rate of 98.67%. These valid responses provided a robust dataset for subsequent descriptive statistics, reliability testing, validity analysis, and multiple regression analysis, laying a solid empirical foundation for identifying the drivers of customer satisfaction with the Meituan platform.

3.7 Data Analysis

3.7.1 Descriptive Statistics

Descriptive statistical analysis was conducted to examine the personal demographic background of Meituan users who participated in the survey. This analysis aimed to understand the distribution characteristics of the sample population and assess its representativeness.

By presenting the frequency and percentage distribution of each variable, the study provided a clear overview of the user profile. This information served as a basis for evaluating whether the sample captures sufficient diversity and whether different user segments might influence customer satisfaction differently.

The findings from this section not only helped verify the validity and balance of the sampling process but also laid the groundwork for deeper analysis in the following stages, such as exploring how demographic factors may moderate satisfaction-related variables.

3.7.2 Multiple Regression

In this study, multiple linear regression analysis method was employed to examine the strength and significance of the relationships between independent variables — corporate image, perceived quality, service attitude, perceived value, consumption convenience, and customer complaint handling—and dependent variable, customer satisfaction. This analytical approach allowed for a comprehensive and systematic evaluation of the relative influence of each factor within a multivariate framework.

Compared to simple correlation or univariate methods, multiple regression provides a more robust and integrated perspective. It enables the control of confounding effects and reveals the unique contribution of each predictor variable while holding others constant. Through this method, the study identified the most influential determinants of customer satisfaction with Meituan food delivery platform.

This not only enhanced the scientific rigor and explanatory power of the model but also offered more actionable insights for platform optimization and customer retention strategies.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

Table 4.1 Descriptive Statistical Analysis of Participants

Gender

Category	Frequency	Percentage
Female	152	51.35%
Male	144	48.65%

Age

Category	Frequency	Percentage
18-25	103	34.80%
26-35	90	30.41%
36-45	85	28.72%
46	18	6.08%

Usage Frequency

Category	Frequency	Percentage
3-5	131	44.26%
6-10	87	29.39%
10	52	17.57%
1-2	26	8.78%

Usage Duration

Category	Frequency	Percentage
1-2	119	40.2%
3-4 years	85	28.72%
Less than 5 years	48	16.22%
more than 5 years	44	14.86%

In the study on the factors influencing customer satisfaction with Meituan services, a descriptive statistical analysis was conducted to understand the

demographic distribution of the survey participants, which provides a foundational reference for the subsequent data analysis and interpretation.

1. Gender Distribution

Among the respondents, 152 were female, accounting for 51.35%, and 144 were male, making up 48.65% of the sample. This shows a relatively balanced gender composition, with a slightly higher proportion of female participants than male participants.

2. Age Distribution

In terms of age, the largest age group was 18 – 25 years old, with 103 respondents, representing 34.80%. This was followed by 26 – 35 years old with 90 participants (30.41%), and 36 – 45 years old with 85 respondents (28.72%). The smallest group was aged 46 and above, with only 18 individuals (6.08%). This indicates that the majority of Meituan users in the sample are young adults, especially those below 35 years of age, which reflects the platform's popularity among younger users.

3. Usage Frequency

Regarding how often participants use Meituan, 131 respondents (44.26%) reported using it 3 – 5 times per period, making this the most common usage frequency. 87 respondents (29.39%) used the platform 6 – 10 times, and 52 respondents (17.57%) used it more than 10 times. Only 26 individuals (8.78%) used Meituan 1 – 2 times, indicating that the majority of users engage with the platform fairly frequently.

4. Usage Duration

In terms of usage duration, the most common response was 1 – 2 years, with 119 participants (40.2%), followed by 3 – 4 years, reported by 85 participants (28.72%). 48 users (16.22%) indicated that they had used Meituan for less than 5 years, while 44 users (14.86%) had been using the service for more than 5 years. This distribution suggests that most users have a moderate history of engagement with the platform, which may reflect growing trust and dependence on its services over recent years.

4.1.3 Multiple Regression Analysis

Table 4.2 Multiple Regression Analysis

Variable	Coefficient	Standard Error	t-value	p-value	CI Lower	CI Upper
Corporate Image	0.27	0.0982	2.7501	0.0063	0.0768	0.4632
Perceived Quality	0.3595	0.0969	3.7101	0.0002	0.1688	0.5503

Service Attitude	-0.0126	0.0976	-0.1292	0.8973	-0.2048	0.1796
Consumption Convenience	0.137	0.0962	1.4242	0.1555	-0.0523	0.3264
Customer Complaint Handling	0.0021	0.0988	0.0216	0.9828	-0.1923	0.1966
Perceived Value	0.2047	0.0935	2.1892	0.0294	0.0207	0.3888

Table 4.2 presents the results of the multiple regression analysis aimed at investigating the factors influencing customer satisfaction with Meituan's services. The model includes six predictor variables: Corporate Image, Perceived Quality, Service Attitude, Convenience, Customer Complaints, and Perceived Value.

Among the predictor variables, three factors show statistically significant positive impacts on customer satisfaction:

Corporate Image has a regression coefficient of 0.270 (t = 2.7501, p = 0.0063), with a confidence interval of [0.0768, 0.4632]. This result suggests that a better corporate image is significantly associated with higher levels of customer satisfaction, supporting Hypothesis 1.

Perceived Quality shows a strong and significant positive impact on customer satisfaction, with a coefficient of 0.3595 (t = 3.7101, p = 0.0002), and a confidence interval of [0.1688, 0.5503]. This confirms that customers who perceive the service to be of higher quality are more likely to be satisfied, supporting Hypothesis 2.

Perceived Value also demonstrates a significant positive effect, with a coefficient of 0.2047 (t = 2.1892, p = 0.0294), and a confidence interval of [0.0207, 0.3888]. This supports Hypothesis 3, indicating that when customers perceive that the benefits outweigh the costs, their satisfaction increases.

In contrast, the other three variables do not have a statistically significant impact:

Service Attitude has a p-value of 0.8973, indicating that its effect on customer satisfaction is not statistically significant in this model.

Consumption Convenience has a positive coefficient of 0.137 but remains statistically insignificant (p = 0.1555).

Customer Complaint Handling yields a very small, insignificant coefficient of

0.0021 (p = 0.9828), indicating that it does not play a notable role in explaining variance in satisfaction within this sample.

In summary, this regression analysis identifies corporate image, perceived quality, and perceived value as significant drivers of Meituan customer satisfaction. These findings provide strong empirical support for their inclusion in strategic planning aimed at enhancing customer experiences and loyalty.

4.2 Hypothesis Test Results

Table 4.3 Hypothesis Test Results

NO.	Hypothesis	Result
H1	Corporate Image has a significant positive impact on Customer Satisfaction.	Supported
H2	Perceived Quality has a significant positive impact on Customer Satisfaction.	Supported
H3	Service Attitude has a significant positive impact on Customer Satisfaction.	Not Supported
H4	Consumption Convenience has a significant positive impact on Customer Satisfaction.	Not Supported
H5	Customer Complaint Handling has a significant positive impact on Customer Satisfaction.	Not Supported
H6	Perceived Value has a significant positive impact on Customer Satisfaction.	Supported

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study investigated the influencing factors of customer satisfaction with Meituan food delivery platform, focusing on six core dimensions: corporate image, perceived quality, service attitude, consumption convenience, customer complaint handling, and perceived value. Through multiple regression analysis and reliability and validity testing, the following conclusions were drawn:

Corporate image has a significant positive impact on customer satisfaction. A strong and positive corporate image enhances consumers' overall perception and trust toward the platform, shaping initial impressions and emotional responses. When Meituan maintains a consistent brand image, high service standards, and a responsible corporate reputation, customers are more likely to associate their consumption experiences with satisfaction and loyalty.

Perceived quality was found to significantly enhance customer satisfaction. High perceived quality—reflected in factors such as food freshness, delivery punctuality, app interface usability, and customer support — builds consumer confidence and improves their overall evaluation of the service. This highlights the importance of maintaining high operational standards and quality control in the competitive food delivery market.

Perceived value also plays a significant role in driving satisfaction. Customers tend to assess whether the service they receive is worth the time, money, and effort they invest. When Meituan provides efficient delivery, competitive pricing, and value-added services such as discounts or membership benefits, users perceive high value, thus increasing their satisfaction and intention to continue using the platform.

In contrast, service attitude, consumption convenience, and customer complaint handling did not show statistically significant effects in the regression model. Although these dimensions are intuitively important, the data suggest that their impact may be more indirect or context-dependent. It is possible that when baseline expectations for these factors are met, they no longer serve as differentiating elements in satisfaction perception unless they are exceptionally good or bad.

Overall, the findings of this study provide theoretical and practical implications for improving service strategies and customer relationship management on food delivery platforms. They highlight that while customers are generally rational in evaluating tangible aspects like quality and value, emotional and image-based factors such as corporate reputation also play a critical role in shaping satisfaction.

5.2 Recommendation

(1) Strengthen Corporate Image Construction and Brand Communication

A strong corporate image not only enhances customer recognition and trust but also serves as a critical foundation for shaping customer expectations and satisfaction. Meituan should deepen its brand positioning as a reliable, efficient, and customer-friendly delivery platform, emphasizing "speed, quality, and safety" across all user touchpoints.

To reinforce this, Meituan can: Invest in public communication campaigns highlighting its social responsibility (e.g., carbon-neutral deliveries, rider protection policies, food safety partnerships). Enhance visual branding consistency, ensuring that all interfaces (app, advertisements, rider uniforms) convey professionalism and unity. Collaborate with high-quality merchants, creating a brand spillover effect by association with premium services. Encourage user-generated content and high-rating displays, fostering a trustworthy image via peer influence. By consolidating a positive and differentiated corporate image, Meituan can stimulate customers' emotional identification and increase long-term loyalty.

(2) Improve Perceived Quality through Operational Standardization and Rider Training

Perceived quality reflects the customer's real-time judgment about the food delivery process, including aspects such as timeliness, packaging, and delivery attitude. To further enhance user satisfaction, Meituan should focus on refining service details and ensuring consistency across diverse service regions. Implement stricter quality control mechanisms at both the merchant and rider ends, such as real-time temperature control tags or standardized sealing procedures. Enhance rider training programs, focusing on customer etiquette, safety, and conflict resolution to improve interpersonal interactions. Use AI-driven delivery time estimations to improve accuracy and reduce waiting anxiety. Expand "contactless delivery" options and smart locker drop-offs to meet the needs of safety-conscious or introverted users. These measures will optimize the full-chain service experience and reinforce the perception of reliability and professionalism.

(3) Optimize Complaint Handling Mechanisms to Build Trust and Responsiveness

Effective resolution of customer complaints is a direct driver of satisfaction recovery and long-term trust. Meituan should establish a rapid, transparent, and empathetic complaint resolution system.Key actions could include: Launching a tiered response system where severe complaints (e.g., food safety, delivery failures) are escalated and resolved within a defined SLA (e.g., 2 hours). Enabling multi-channel

reporting options (in-app, hotline, AI chatbot + human handoff) with real-time tracking of complaint progress. Offering clear, visible compensation policies (e.g., voucher refunds, instant redelivery), making recovery predictable and fair. Regularly analyzing complaint data to identify systemic issues (e.g., repeated delays in certain regions) and implement preemptive solutions. An effective complaint handling system can turn dissatisfied users into loyal ones by demonstrating Meituan's commitment to customer-centric service.

(4) Increase Perceived Value by Innovating Product Offerings and Reward Mechanisms

Perceived value goes beyond price－it encompasses what customers feel they gain in return for their time, money, and expectations. Meituan should further differentiate itself by enhancing product diversity, platform benefits, and emotional value. Strategic suggestions: Broaden personalized promotion strategies via AI-based recommendation systems, offering targeted meal combos and discounts based on order history and user preferences. Deepen Meituan Membership benefits, such as monthly coupons, free delivery options, or exclusive merchant access. Collaborate with local restaurants to create limited-time signature dishes, increasing novelty and emotional engagement. Highlight sustainability and social impact, e.g., by introducing "eco-friendly packaging tags"or enabling users to donate small change to food banks or charity riders. By enhancing the cost-performance ratio and psychological benefit of the platform, Meituan can elevate users' subjective satisfaction and platform stickiness.

(5) Enhance Consumption Convenience through Intelligent Logistics and Seamless User Experience

To improve consumption convenience, it is recommended that Meituan further enhance its intelligent logistics capabilities and streamline the end-to-end user experience. The platform should prioritize optimizing delivery route algorithms, refining real-time tracking, and reducing wait times. Additionally, simplifying the ordering interface, shortening the checkout process, and enabling one-click reordering or personalized suggestions can significantly improve user efficiency. Meituan is also advised to integrate complementary services—such as grocery delivery and errands—within the same platform to create a more seamless and time-saving consumption journey. These efforts would collectively make the ordering process more intuitive, responsive, and aligned with users' fast-paced lifestyles.

(6) Improve Service Attitude through Training, Monitoring, and Motivation Systems

To improve service attitude, it is recommended that Meituan strengthen the professionalism and consistency of rider－customer interactions and customer service

responses. Although service attitude did not show a statistically significant impact in the model, it remains an essential part of users' overall experience. Meituan can enhance training for delivery riders on communication, courtesy, and problem - solving, while also improving customer service response speed and tone. Encouraging riders through incentive programs, clearer guidelines, and supportive management can further reinforce positive behavior. By maintaining a friendly, respectful, and helpful service atmosphere, Meituan can reduce friction in user interactions and strengthen customers' overall trust and comfort when using the platform.

In summary, improving customer satisfaction with the Meituan platform requires a focused yet comprehensive strategy. Although this study examines six key factors—corporate image, perceived quality, service attitude, consumption convenience, complaint handling, and perceived value — only three of them (corporate image, perceived quality, and perceived value) show a statistically significant positive impact on customer satisfaction. The other three factors, while positively oriented, do not reach statistical significance in this model. Based on these findings, the proposed recommendations prioritize strengthening brand image, ensuring high service quality, and enhancing perceived value, while still suggesting moderate improvements in non - significant areas to support overall platform experience.

Specifically, by clarifying brand positioning and managing expectations, Meituan can align customer perception with service delivery. Upgrading service quality and optimizing user interface designs will foster positive experiences throughout the consumption journey. Meanwhile, empowering front-line staff, refining logistics, and leveraging real-time feedback loops can elevate responsiveness and trust. Furthermore, deep integration of data analytics, end-to-end stakeholder coordination, and intelligent loyalty programs are pivotal in translating short-term satisfaction into sustained customer engagement and platform competitiveness.

Ultimately, customer satisfaction is not a static metric but a dynamic and evolving process. Meituan must continuously iterate, personalize, and innovate to meet rising consumer expectations in a highly competitive digital service landscape.

5.3 Further Study

Although this study conducted a relatively in-depth analysis of the influencing factors of customer satisfaction with the Meituan platform, it still has certain limitations, and there are multiple directions worthy of future exploration and refinement.

Firstly, this research focused solely on the Meituan platform. However, with the rapid development of the digital service industry in China, other food delivery platforms such as JD Daojia or Ele.me may exhibit different service models, user expectations, and satisfaction determinants. Future studies can expand the research

scope to include multiple platforms and conduct comparative analyses to uncover cross-platform similarities and differences. This would help form a more comprehensive and generalizable theoretical framework for platform-based customer satisfaction.

Secondly, the data used in this study were primarily collected from a single region, which may lead to geographic or demographic bias. In future research, sample diversity can be enhanced by covering users from different provinces, age groups, income levels, and urban-rural backgrounds, thereby increasing the representativeness and validity of the conclusions. Regional consumption habits, digital literacy, and lifestyle differences may also affect customer satisfaction and should be further explored.

Thirdly, this study included only six major influencing factors: corporate image, perceived quality, service attitude, consumption convenience, complaint handling, and perceived value. However, other potential variables, such as algorithm transparency, data privacy protection, delivery safety, and green environmental practices, may also play a role in shaping satisfaction perceptions, especially as consumer awareness and ethical considerations evolve. Future studies can adopt a mixed-methods approach, combining qualitative interviews with quantitative modeling, to discover and validate new dimensions of satisfaction drivers.

Lastly, this research used multiple linear regression as the main analytical tool, which helps in identifying direct impacts of independent variables on customer satisfaction. However, the relationship between influencing factors may be interconnected and complex. Future studies are encouraged to employ Structural Equation Modeling (SEM) or Mediation/Moderation analysis to investigate interactions, indirect effects, or latent constructs, thereby offering a deeper understanding of the underlying mechanisms of customer satisfaction on digital service platforms like Meituan.

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Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

I. Demographic Information (Single Choice)

1. Your gender? ☐ Male ☐ Female
2. Your age? ☐ 18–25 ☐ 26–35 ☐ 36–45 ☐ 46 and above
3. How many times do you usually use Meituan for food delivery per month? ☐ 1–2 ☐ 3–5 ☐ 6–10 ☐ More than 10
4. How many years have you been using Meituan food delivery? ☐ Less than 1 year ☐ 1–2 years ☐ 3–4 years ☐ Over 5 years

II. Main Survey (10-Point Likert Scale)

Please judge to what extent you agree with the following statement; choose the most appropriate option, and mark the corresponding number " √ . " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree, two indicates relatively disagree, three indicates neutral, four indicates relatively agree, and five indicates strongly agree

Measuring Item	Strongly Disagree	Relatively Disagree	Neutral	Relatively Agree	Strongly Agree
Corporate Image					
1. Meituan has a good public reputation.					
2. Meituan is a trustworthy platform.					
3. Meituan's brand image is superior to other food delivery platforms.					
4. The overall corporate image of Meituan is satisfactory.					
5. Meituan demonstrates a strong sense of social responsibility.					
Perceived Quality					

6. The overall quality of products received via Meituan is satisfactory.					
7. Meituan's delivery time is satisfactory.					
8. The goods remain intact during the delivery process.					
9. I am satisfied with the professionalism of Meituan delivery personnel.					
10. Meituan responds promptly to customer inquiries.					
Service Attitude					
11. The delivery staff are friendly.					
12. Customer service representatives handle issues proactively.					
13. The overall attitude of Meituan service personnel is positive.					
14. The platform shows respect for customers during service interactions.					
15. The platform values customer feedback.					
Consumption Convenience					
16. The ordering process on Meituan APP is simple and convenient.					
17. The payment methods are diverse and smooth.					
18. The interface design is clear and easy to use.					
19. Delivery time options are flexible.					
20. The overall ordering process via Meituan is very convenient.					
Customer Complaint					
21. It is easy to find complaint channels when					

encountering issues.					
22. The platform responds quickly to complaints.					
23. The complaint handling process is fair and reasonable.					
24. I am satisfied with the results of complaint handling.					
25. I am willing to continue providing feedback to the platform in the future.					
Perceived Value					
26. Meituan's prices are reasonable.					
27. The prices match the quality of services provided.					
28. Promotional activities attract me to use Meituan.					
29. Meituan's overall prices are more competitive than other platforms.					
30. Meituan's pricing system is clear and transparent.					
Customer Satisfaction					
31. Overall, I am satisfied with Meituan's delivery services.					
32. The Meituan experience exceeds my expectations.					
33. I would recommend Meituan to others.					
34. I will continue to use Meituan in the future.					
35. Meituan is a platform worth long-term use.					