

Research On Customer Satisfaction Study in Meituan Company

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Abstract. The variables affecting customer satisfaction at Meituan are examined in this essay. First, the SWOT and PEST models were used to analyze Meituan's internal and exterior environments. Second, raw data are gathered through surveys and interviews, and the quadrant model is used to analyze the data. Finally, the position of the various factors in the quadrant diagram will be used to evaluate their impact and significance. The study concluded that, considering the 14 factors, it was found that convenience, brand and corporate image, delivery time and preferential strength were located in the strength area and had a greater impact on Meituan's user satisfaction.

Keywords: Meituan; Quadrant model; Food diversity industry; Customer satisfaction.

1. Introduction

As the internet and urbanization progress and the takeaway industry gets a great environment to thrive, the takeaway market in China is growing. However, with more and more takeaway companies entering the market, the takeaway industry is gradually becoming saturated and the competitive pressure is increasing. Meituan needs to increase its viability in light of this.

Firstly, this research clarifies how Meituan is perceived by consumers, which assists Meituan in assessing the competitiveness of its own brand and developing its long-term development strategy. Secondly, this research analyzes the internal and external environments in which Meituan is situated, as well as the benefits and drawbacks of Meituan's services from the viewpoint of its customers, using the SWOT and PEST models. Finally, in order to help Meituan create targeted policies, primary data was ultimately gathered through surveys and interviews, and the data was then analysed using a quadrant model.

2. Background

The takeaway industry is focused on the quick identification of customer requirements, and Big Data is used to build a platform for services that are tailored to the needs of locals. The interaction of offline and online consumption scenarios is made possible by this medium. Instant delivery completes the deal both online and offline. The platform is committed to offering customers a range of online and offline services. The takeaway platform is dedicated to providing users with a one-stop service from demand initiation to product acceptance. Since the Hungry takeaway platform was introduced in 2009, the takeaway business has experienced tremendous growth. Meituan and Hungry, two takeaway platforms, held the majority of the takeaway market share as of 2023, with the Chinese takeaway market exhibiting a "2+N" situation. Meituan is a technology retail business that was established in 2010 with the goal of creating a multi-level technology service platform for the life services sector from the demand side to the supplier side. Known for its consumer-friendly apps like Dianping and Meituan Takeaway, the company is China's top electronic commerce platform for lifestyle services. It offers services in more than 200 categories, including food and beverage, takeout, leisure, and entertainment, and conducts business in 2,800 counties and cities throughout China. Meituan was launched on the Hong Kong Stock Exchange on September 20, 2018. In October 2018,

Meituan deliberately emphasized Food + Platform, and upgraded its organisational system, formally placing "food" at the core of the company's development.

3. Data sources and analysis

3.1 Data Sources

3.1.1 Questionnaire Method

In order to better comprehend respondents' attitudes toward the study's topic and collect more precise primary data, the questionnaire was created and distributed to the target group especially for this study. The questionnaire questions are shown in Table 1.

This questionnaire was designed with screening questions to separate Meituan users and non-users in order to guarantee the validity and accuracy of the data. A total of 200 questionnaires were distributed online and offline for this study, of which 192 were answered by users of Meituan and 8 were answered by non-users. This leads this paper to the conclusion that these 8 individuals lack the qualifications needed to assess the current state of Meituan's takeout platform and therefore only basic information was collected as supplementary data.

Table 1. Questionnaire questions

Q1	What's your gender?
Q2	What's your identity?
Q3	What's your age?
Q4	What is your monthly living cost/salary?
Q5	How often do you use takeaway software?
Q6	How much do you spend on the takeaway platform every month?
Q7	Have you used Meituan delivery platform before?
Q8	Please rate the importance of each project in the takeaway platform. (There have five choices from 1 to 5. 1= lowest, 5= highest.)
Q9	Please rate the performance of each program in Meituan delivery platform (There have five choices from 1 to 5. 1= lowest 5= highest.)
Q10	Do you have any suggestions for the future development of Meituan?

Based on Q8 and Q9, this paper quantifies the importance and satisfaction scores of each element for the respondents' responses, as shown in Table 2.

Table 2. Satisfaction scores for each influencing factor

Indicators	Importance	Satisfaction
After-sales protection	4.01	4.06
Brand and corporate image	4.15	4.53
Convenience	4.29	4.42
Delicious taste	4.15	4.22
Delivery time	4.31	4.22
Degree of advertising	4.08	4.15
Habitual choice	4.01	4.06
Hygiene status	4.03	4.12
Product quality	4.09	3.98
Price level	4.17	4.18
Product integrity	4.01	4.36
Preferential strength	4.22	4.12
User' evaluation	4.08	4.09
Number of affiliated restaurants	4.14	4.17

The results of the quadrant chart based on the above survey are shown in Figure 1.

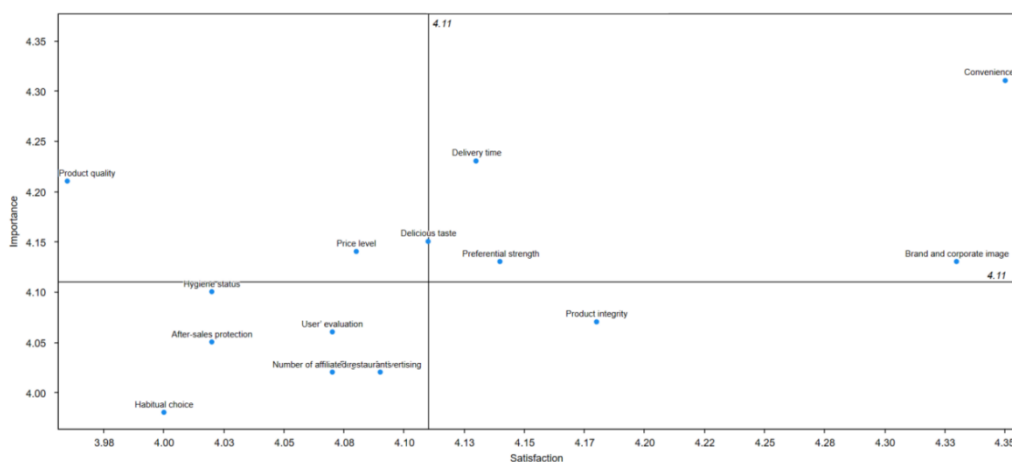


Figure 1. Satisfaction and importance quadrants

Based on the combined information from the quadrant chart: convenience, brand and corporate image, delivery time, and offers are in the strength area. Product quality and price level are in the improvement area. Taste is in between the improvement area and the strength area. Hygiene status, user evaluation, number of restaurants, after-sales protection, personal habits and advertising level are all located in the opportunity area. Product integrity is located in the maintenance area.

3.1.2 Interview Method

In contrast to a questionnaire, an interview will have more in-depth inquiries. The respondents will be better able to express their attitudes and suggestions in person, and the paper will be able to comprehend the respondents' thoughts more thoroughly as a result. The data for this research can be improved by using the interview data to close any gaps in the questionnaire data.

Ten Meituan platform users will be interviewed for this study. The interviewees will be chosen based on the age distribution of takeaway consumers in order to better suit the study direction. According to the data of Meituan platform, the three age gradients of 18-25, 26-30 and 31-35 years old are the main consumer groups of Meituan takeaway platform. Based on the data conversion, this paper will look for respondents in the three age gradients according to the ratio of 6:3:1.

All respondents in this research had experience using the Meituan takeaway platform, ranging in age from 18 to 32. As for the opportunities of using Meituan's takeaway platform, respondents' responses focused on Meituan's takeaway advertisements, recommendations from friends and relatives, and the WeChat app. Respondents gave many different answers to the advantages of the Meituan takeaway platform, with the answers focusing on the number of restaurants, convenience and rich functionality. For the disadvantages of the Meituan takeaway platform, 60% of the respondents' answers were related to high prices, lack of novelty in special offers, and killing familiarity. The rest of the responses were in the direction of too little efficiency after the sale and the functionality of Meituan's software. When asked about suggestions for the Meituan takeaway platform, the majority of respondents offered suggestions to improve the disadvantages. Finally, this study found that all respondents scored the Meituan takeaway platform at 5 and above, but only three scored in the high 8-10 range, with the remaining seven concentrated in the 6-8 range. This indicates that Meituan takeaway has a certain customer base, but it also still needs to improve its product quality and service level.

3.2 Reliability, Validity and Generalisability

3.2.1 Reliability

The reliability of the data determines whether the research is meaningful and valuable. Therefore, this paper needs to ensure that the data is valid.

In this study, the Cronbach's alpha coefficient was used for reliability analysis. The value of this coefficient ranges from 0 to 1. The reliability coefficients of the scale were 0.972 and 0.971, both of which were higher than 0.9, indicating that the reliability of the study data was of high quality. The reliability analysis is shown in Table 3.

Table 3. Cronbach reliability analysis

Variable	Cronbach alpha coefficient
Significance	0.972
Satisfaction	0.970

Secondly, in terms of collecting secondary data, the secondary data in this paper are all obtained from the official websites and journals and literature on the China Knowledge Network, so these data are highly reliable.

3.2.2 Validity

A validity analysis usually verifies the level of validity of the data and is used to analyse whether the research project is reasonable and meaningful.

Table 4. Tests for KMO and Bartlett

KMO value		0.977	0.976
Bartlett sphericity test	Approximate chi-square	3128.733	2744.088
	<i>df</i>	105	91
	p-value	0.000	0.000

The results of the KMO and Bartlett sphere tests conducted on the data of this study are shown in Table 4.

The significance scale KMO value of 0.977 is greater than 0.6, indicating that the data is valid. The explained variance of the factors after the rotation was calculated to be 73.825%, which is greater than 50%, which means that the information in the research items can be extracted effectively. The statistical value p has a probability of significance of 0.000, which is less than 0.01, indicating that the data are well correlated. Similarly, the KMO value for the satisfaction scale is 0.976, which is greater than 0.6. The cumulative variance explained after rotation is 72.708%, which is greater than 50%. The probability of significance of the statistical value p is 0.000, which is less than 0.01. Also, this study makes use of PEST and SWOT analysis models to analyse the internal and external environment of Meituan. The secondary data used in this paper are very relevant and can meet the needs of this paper.

3.2.3 Generalisability

Generalisability refers to the extent to which the findings of a study can be applied to a wider context. In this study, in order to have better generality, this paper consciously investigated groups with a certain age span. This paper also collects consumers' income and the frequency of using takeaway platforms. This makes the basic data information of the respondents in this study relatively comprehensive. At the same time, this paper investigates Meituan. Meituan is a leading company in the takeaway industry, which is representative to some extent.

4. Model conclusions and solutions

4.1 The Finds of Secondary Data

4.1.1 SWOT Analysis

SWOT analysis is an analytical method that makes a comprehensive judgement of the internal factors and external environment of the subject of study, and then proposes corresponding development countermeasures and development strategies [1]. Therefore, it can evaluate all factors that may become bottlenecks or opportunities and help decision makers make better strategic plans [2].

(1) Strength

Meituan Takeaway has been around for a long time and has a good brand effect and corporate image.

Meituan Takeaway enjoys oligarchic status in the takeaway market, which allows it to reach a wider range of consumers.

With so many merchants in Meituan takeaway, consumers' reliance on Meituan takeaway has increased.

Meituan Takeaway has its own takeaway delivery system.

Meituan Takeaway has a technological advantage and is committed to constantly improving its technical support and expanding the features of its platform.

Meituan has continued to expand its business into other areas, which has provided Meituan with a more than adequate source of funding, resulting in an increasing market share.

(2) Weakness

Takeout delivery is more difficult to control. Takeaway workers are more mobile due to the nature of their profession, with greater pressure for training and higher costs of silence. At the same time, regulating takeaway workers is more difficult.

The large number of traders has the problem of varying quality, making it difficult to eliminate food safety problems.

The takeaway unit price is lower, and the platform's profit margin is smaller.

Meituan's marketing strategies and campaigns are unoriginal.

(3) Opportunities

With the continuous advancement of mobile networks, the O2O model in China's food and beverage industry has grown by leaps and bounds. As a bridge to the O2O model, this has brought huge business opportunities to the takeaway industry.

Generation Z is heavily influenced by the "lazy economy" and has a strong demand for takeaways. In recent years, Generation Z has gradually entered society and become the main consumer. This means that the Chinese takeaway market is still expanding.

Technology development helps the takeaway industry to grow. Big data technology can help takeaway platforms to better grasp user needs and improve service quality and user experience.

(4) Threats

More and more takeaway platforms are entering the market and competition in the industry has increased. New competitors entering the market will offer many special offers to attract consumers, which will lead to a loss of Meituan users and a decline in customer traffic.

The takeaway industry is growing far faster than consumers. The takeaway consumer group has stabilized, but the takeaway industry continues to grow rapidly.

Industry products and services are homogenized, the threshold of takeaway platforms is reduced, and the substitution is high.

Consumers are becoming increasingly conscious of food safety issues and industry regulation is increasing.

Consumers' eating habits and consumption preferences have changed, which requires the Meituan takeaway platform to include more restaurants to meet consumer demand.

4.1.2 PEST Analysis

The PEST model is a systematic study of the macro-environment in which an organisation or company is developing, with P being the political factor, E being the economic factor, S being the social factor and T being the technological factor [3]. The PEST model is a classic tool for macro-environmental systems analysis [4].

(1) Policy

In recent years, as China's market supervision has been strengthened, several policies related to takeaway regulation have been introduced. As the head takeaway platform, Meituan should adjust the company's development direction according to the policy direction in a timely manner to comply with the national guideline.

(2) Economic

According to data from the National Bureau of Statistics (http://www.stats.gov.cn/sj/zxfb/202302/t20230203_1901715.html), this paper found that the national per capita disposable income in 2022 was RMB 36,883, a nominal increase of 5.0% over the previous year. In the same year, the national per capita consumption expenditure on food, tobacco and alcohol was RMB7,481, an increase of 4.2%, accounting for 30.5% of the per capita consumption expenditure. This means that residents' incomes have continued to grow, consumption levels have continued to improve, and the consumption structure has continued to be upgraded.

(3) Social

According to the main data of the 7th National Population Census released by the National Bureau of Statistics (http://www.stats.gov.cn/sj/zxfb/202302/t20230203_1901080.html), this paper finds that China's urbanisation process continues to advance and the proportion of urban population has increased greatly. The urban population accounts for 63.89% and the rural population accounts for 36.11%. Urban transport is more developed and the efficiency of takeaway transportation is high, so this is conducive to the development of the takeaway industry.

Generation Z consumers in China are now starting to enter society and are gradually becoming the main consumers. The Generation Z group has grown up in an era of rapid economic growth and Internet development in China [5]. Therefore, online consumption has rapidly penetrated into Gen Z's daily life, and takeout has become an important part of their lives. However, the living environment of Generation Z also makes them have a more unique consumption concept. Therefore, how to meet the consumer needs of Generation Z has become a problem that Meituan takeaway platform must think about.

(4) Technology

The booming development of Internet technology has provided technical support for the development of the takeaway industry. The development of cloud computing can not only assign tasks to takeaways intelligently, but also help them plan delivery paths and improve delivery efficiency. At the same time, the development of big data technology can help takeaway platforms to better grasp consumers' consumption preferences and push suitable restaurants for them.

The development of Internet technology can also have an impact on consumer behaviour. Liu Yuanyuan, Zhang Wei and Wu Qingqing et al. argue that the Internet can contribute to the upgrading of residents' consumption by influencing employment, tableproduct marketing and trade circulation [6-8]. Liu Hu et al. believe that the development of the Internet can promote the optimization and upgrading of the consumption structure of urban residents [9].

4.1.3 Conclusion of Secondary Data

Based on the SWOT and PEST analyses, this paper finds that the internal and external environments of Meituan present both opportunities and risks. The details are shown in Table 5.

Table 5. Advantages and disadvantages of internal and external environment

	Internal environment	External environment
Advantages	Meituan has a long history, is well-known, holds an oligarchic position in the takeaway market, has developed relevant technology, operates a diverse range of businesses, and has adequate funding sources. This means Meituan has a high tolerance for error and is willing to try new things.	Residents' income is increasing, consumption levels are increasing, the consumption structure is being upgraded, and the sharing economy is expanding. With urbanisation accelerating and Generation Z gradually taking over as the primary consumer force, China's takeaway market is still expanding.
Disadvantages	The difficulty in improving the regulatory mechanism, the limited profit potential, the lack of novelty in marketing techniques and access, and the gradual loss of consumer interest in using it. This means Meituan must improve its internal thinking, improve its regulatory mechanism, and innovate its marketing techniques.	Industry competition has increased, and product homogenisation is a serious problem. Increased industry regulation, improved policies, and shifting consumer preferences among Generation Z.

4.2 Analysis of the Quadrant Model

The quadrant model is a combination of quantitative and qualitative diagnostic model that is simple, straightforward and easy to analyse. The quadrant model is also known as a derivation model of important factors [10]. As a simple and practical satisfaction evaluation model, the method provides recommendations for company policy by combining the analysis of the importance and satisfaction of indicators and depending on the position of the different factors [11].

Synthesizing the results of the quadrant model, this paper finds that the main factors affecting customer satisfaction factors are concentrated in the improvement area and the strength area. The indicators located in these two areas are factors that consumers consider to be of high importance and require Meituan's focused attention. **Strength area:** This area contains indicators that are very high in terms of consumer satisfaction and are also considered very important. A total of 7 elements out of 14 were rated highly in terms of importance. 4 of the 7 factors fall into this region, including convenience, brand and corporate image, delivery time and preferential strength. This means that Meituan performs well in these four areas, which contributes more to improving the customer experience. In the future, Meituan should continue to build on these strengths.

Improvement area: This area contains indicators that are highly valued by consumers, but are not as satisfying. Of the 7 elements rated high in importance, 2 fall in this area, namely product quality and price level. This means that Meituan has caused strong consumer dissatisfaction in two areas. Therefore, there is an urgent need for Meituan to focus on these two elements, improve product quality and launch discount activities. Also, the data collected in the interviews for this paper verifies this. It is worth noting that taste lies between the improvement area and the strength area, which means that consumers rate the importance of product taste as high, but satisfaction ratings are split between good and bad. Therefore, companies need to pay attention to this factor to avoid it entering the improvement area.

Opportunity area: This area contains indicators that are not highly satisfied by consumers and are not given much importance. It specifically includes the 6 elements of hygiene status, user' evaluation, number of restaurants, after-sales protection, personal habits and advertising level. This means that Meituan's performance in these elements is mediocre and has some issues to improve. In the future, Meituan needs to improve its performance in these areas, but does not need to invest too much money and effort .

Maintenance area: This area contains indicators that are not highly valued by consumers, but have a high level of satisfaction. Product integrity falls within this area. This means that Meituan has a good reputation for the integrity of product delivery. Although consumers do not consider this element to be of high importance, Meituan's ability to still leverage this strength in its service process will also improve the customer experience for consumers.

5. Conclusions

This paper recommends that Meituan build on its current performance and continue to build on the following strengths:

- (1) Maintain the convenience of the Meituan takeaway platform.
- (2) Strict product delivery times.
- (3) Pay attention to the brand and corporate image.
- (4) Improve delivery procedures to ensure the integrity of products.

This paper recommends that Meituan improve its performance in the following areas in order to increase consumer customer satisfaction:

- (1) Control takeaway price levels, improve offers and avoid big data-enabled price discrimination against existing customers
- (2) Strengthen the supervision of resident merchants, improve product quality and avoid the emergence of products of varying quality.
- (3) Strengthen research on Generation Z to grasp their spending preferences and habits and use them to improve offers.
- (4) Establish a sound training system and improve after-sales service.

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