

Research on Influencing Factors of Haidilao's O2O Model Customer Satisfaction under the Background of the COVID-19[†]

Bin Liu^{1,*} and Somjintana Koompai²

¹College of Graduate Studies, Walailak University, Nakhon Si Thammarat 80160, Thailand

²School of Political Science and Laws, Walailak University, Nakhon Si Thammarat 80160, Thailand

(*Corresponding author's e-mail: 973645747@qq.com)

Abstract

The O2O model of Haidilao plays an important role in breaking through the difficulties brought by the epidemic. Based on the existing customer satisfaction model and the COVID-19 background, this paper finds out the main factors that affect the customer satisfaction of the O2O model of Haidilao, and builds a satisfaction evaluation model that is more consistent with the COVID-19 background. In the process of indicator setting, the content of indicators at all levels was refined. Through questionnaire distribution, the evaluation and scoring of customers' satisfaction with Haidilao were collected. Descriptive statistical analysis, correlation analysis and regression analysis were carried out on the data results, and 6 influencing factors were obtained: Platform quality, food quality, service quality, distribution quality, price level, marketing level and customer comprehensive satisfaction. It is hoped that it can provide some reference value for other catering enterprises in the same industry to improve customer satisfaction under O2O mode, and help the healthy development of catering enterprises.

Key words: Catering O2O mode, COVID-19, Customer satisfaction

Introduction

On the one hand, at the end of 2019, novel coronavirus broke out in Wuhan city and spread rapidly like other regions in China. It soon developed into a nationwide pneumonia, which was subsequently listed as an international public health event by the WHO. Local governments also launched crisis response measures. The epidemic has brought unprepared major blows to the catering industry: Isolation at home, prohibition of going out, nearly all offline catering outlets are closed, and all catering consumption activities are stopped. The catering industry suffered heavy losses. At the same time, the operating costs of catering enterprises are still high, and the cash flow of most enterprises is difficult to sustain. The catering industry has changed from the momentum of high-speed development to a difficult situation of survival. For a long time afterwards, the epidemic catering industry has been depressed by the epidemic factors. Even if the epidemic is controlled, the fear of consumers has seriously restricted the recovery of the traditional catering business model.

Judging from the current situation, the impact of the epidemic has exceeded that of the "SARS" epidemic, and the substantial damage caused by the epidemic is only 1 aspect. It should be noted that the epidemic has caused psychological panic in the whole industry to a large extent, spreading pessimism and negative emotions. The catering industry urgently needs to find a new breakthrough for amateur development. According to the data of the investigation report on the impact of the COVID-19 epidemic on Chinese catering enterprises, nearly 70 % of catering enterprises believe that their losses after the outbreak of the epidemic exceed the industry average level, nearly 50 % of catering enterprises

[†]Presented at the Conference in Management: Summer 2022 (July 9, 2022 at Walailak University, Thailand)

Believe that their losses after the outbreak of the epidemic are very serious, and less than 20 % of catering enterprises believe that their losses are lower than the industry average level. These data, to a certain extent, reflect the negative impact of the epidemic on the catering industry, and also indicate the negative prediction of catering enterprises on the market due to the heavy blow brought by the epidemic, which indicates that the epidemic has caused panic in the whole industry.

On the other hand, the rapid development of the internet O2O mode provides the catering industry with countermeasures when facing such “black swan” events, which can let the traditional catering mode see an opportunity to develop itself. In recent years, with the emergence of the concept of “internet +”, the O2O market has entered a stage of rapid development. The forward-looking economist data shows that the scale of China’s O2O market has increased from about 300 billion yuan in 2015 to nearly 300 billion yuan in 2020, nearly tenfold in 6 years, and the scale of takeout users has also reached nearly 500 million in 2020. As one of the O2O modes, the O2O mode of catering has a very good development prospect. According to the figures in the 2021 development report of catering takeout industry, the overall scale of the catering O2O takeout market in 2019 reached 580 billion yuan. These data reflect the rapid development of O2O takeout industry in recent years, and the development potential is still very huge.

Methodology

For the uncertainty of the relationship between random variables, this paper needs to determine the closeness of the relationship through quantitative research, and can determine the relationship between variables through correlation analysis. The specific research methods are as follows:

1) Literature research method

Through keyword search on O2O mode, catering industry, epidemic situation and satisfaction, we collected a large number of research materials on relevant theories at home and abroad, read and analyze the collected materials, find out the theoretical basis of this paper, and think about the framework and research ideas of the article.

2) Questionnaire survey

By issuing questionnaires, we investigated the satisfaction of catering delivery under the O2O mode of Haidilao under the COVID-19 background, and collected the data needed for empirical research.

3) Data analysis method

Collect the data obtained from the questionnaire, use SPSS to carry out descriptive analysis, correlation analysis and regression analysis on the statistical data, and further analyze the influencing factors of customer satisfaction of subsea fishing O2O mode under the COVID-19 background, so as to provide certain data and demonstration support for the suggestions of subsea fishing O2O mode in the following text.

Results and discussion

According to the above research results, Haidilao can improve the marketing level, food quality, price level, distribution quality, platform quality and service quality to improve the comprehensive customer satisfaction. At the same time, it can carry out a specific marketing model for the young people under 35 years old, especially the female group, to obtain the satisfaction of this group to a greater extent, attract more customers and achieve a breakthrough in its business volume. Secondly, according to the survey results of Haidilao derivative products, nearly 82 % of the customers agree with the view that Haidilao has tried or wants to try the semi-finished self-hot rice and self hi pot, which indicates that customers have strong acceptance and demand for derivative products. Especially under the COVID-19 background, there is a risk of epidemic infection when eating out. This convenient and fast derivative product is more easily favored by consumers, and it is also a considerable revenue growth point under the O2O mode of Haidilao. It also plays a certain role in improving customer loyalty.

With the development of the internet and the popularity of electronic payment, various internet + economic models have emerged 1 after another, showing great market development potential. Since its introduction into the domestic market, the O2O mode of catering has been favored by the majority of

consumers. In particular, at the end of 2019, China suffered from the COVID-19 epidemic, and the catering industry was seriously injured. After the epidemic was initially controlled, the catering industry in urgent need of income generation and hemostasis could only rely on the initial recovery of the online business mode. For a long time thereafter, the O2O mode has been the only business mode in the catering industry. Haidilao, as one of the few listed hot pot enterprises, has also incorporated O2O mode into its development strategy, actively carried out internet marketing and vigorously promoted its online mode. This epidemic has made Haidilao aware of the great weakness of the traditional catering mode in coping with this epidemic disaster. Industrial upgrading is imminent. Only by exploring a more suitable business model can the enterprise move towards a more benign development path. Even if the epidemic wave is dispersed, in the post epidemic era with highly information-based social and economic development, O2O mode is still a part of enterprise development.

Conclusions

This paper summarizes the severe adverse impact of the epidemic on the development of various industries, analyzes the self-help measures taken by the catering industry in the face of the impact of the epidemic, and finds that O2O mode plays a vital role in breaking through the difficulties of catering enterprises. Then find out the theoretical research status of O2O mode, catering O2O mode and customer satisfaction at home and abroad, and carefully read the references to find out the theoretical basis of this study. Combined with the practical impact of COVID-19 on consumers, based on the consideration of improving customer satisfaction so that Haidilao can obtain more customer satisfaction and then repeat consumption, the customer satisfaction evaluation model of Haidilao O2O mode under the background of COVID-19 is constructed. Through the questionnaire, customers were asked to score all aspects of seabottom fishing, and the collected customer scoring results were processed by SPSS. Through the empirical analysis results, the impact of 6 factors on the customer satisfaction of the O2O mode of seabottom fishing under the COVID-19 background was verified, and according to the data analysis results and the conclusion of hypothesis verification, suggestions were put forward to improve the comprehensive customer satisfaction of seabottom fishing. It has very important practical significance for Haidilao company to optimize its business strategy to obtain favorable feelings from customers.

Acknowledgements

In this paper, the customer satisfaction evaluation index system of the O2O mode of seabed fishing under the COVID-19 background is constructed. Although the existing model has been modified and optimized, there are still some shortcomings. Therefore, the following aspects can be optimized for subsequent researchers:

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

- 2) This paper does not take into account the dining frequency and the perceived deviation of satisfaction brought by different platforms to customers. Repeat customers and customers who order O2O takeout for the first time will have different comprehensive satisfaction. Different takeout platforms also bring different experience of platform use. This paper only makes a general evaluation on the impact of platform use on customer satisfaction.

- 3) Because it is to explore the comprehensive customer satisfaction under the background like COVID-19, appropriate intermediate variables, such as perceived risk, can be introduced into the measurement model. Later researchers can introduce appropriate intermediate variables in combination with the actual situation, so that the measurement results can more accurately and comprehensively express customer satisfaction, or adopt other research methods that meet the situation to see whether different conclusions based on other research methods can be drawn.

References

- Ah, K., & Yng, E. (2003). Tang, sanjoy ghose, typology of online shoppers. *Journal of Consumer Marketing*, 20(20), 139-156.
- Andaleeb, S. S., & Conway, C. (2006). Customer satisfaction in the restaurant industry: An of the transaction-specific mode. *Journal of Services Marketing*, 20(1), 3-11.
- Cho, N., & Park, S. (2001). Development of electronic commerce user-consumer satisfaction index (ECUSI) for internet shopping. *Industrial Management & Data Systems*, 101(8), 400-406.
- Clemente-Villalba, J., Cano-Lamadrid, M., Issa-Issa, H., Hurtado, P., Hernández, F., Carbonell-Barrachina, Á. A., & López-Lluch, D. (2021). Comparison on sensory profile, volatile composition and consumer's acceptance for PDO or non-PDO tiger nut (*Cyperus esculentus* L.) milk. *LWT*, 104, 110606.
- George, S. L., & Charles, W. L. (2000). The measurement and dimensionality of brand associations. *Journal of Product Brand Management*, 6(9), 350-368.
- Hallencreutz, J., & Parmler, J. (2019). Important drivers for customer satisfaction - from product focus to image and service quality. *Total Quality Management and Business Excellence*, 32(5-6), 1-10.
- Hsieh, J. J. P., & Wang, W. (2007). Explaining employees' extended use of complex information systems. *European Journal of Information Systems*, 2007(16), 216-227.
- Iin, C. S., Wu, S., & Tsai, R. J. (2005). Integrating perceived intactation-model for web portal context playfulness. *Information & Management*, 42(5), 683-693.
- Ikramuddin, I., & Sofyan, M. (2021). The mediating role of customer satisfaction and brand trust between the relationship of perceived value and brand loyalty. *Asian Journal of Economics Business and Accounting*, 21(19), 21-33.
- Kauffman, R. J., & Wang, B. (2001). New buyers' arrival under dynamic pricing market microstructure: The case of group-buying discounts on the internet. *Journal of Management Information Systems*, 18(2), 157-188.
- Kim, M. G., Choi, J. Y., & Kang, M. (2008). From intention to action: A theory of behavior. *Action Control*, 31(10), 2063-2070.
- Ladhari, R., Brun, I., & Morales, M. (2008). Determinants of dining satisfaction and post-dining behavioral intentions. *International Journal of Hospitality Management*, 27(4), 563-573.
- Lai, H., Her-Sen, D., & Chen-Yuan, Y. (2006). *The effect of price dispersion in an e-market on consumers' intentions to join group buying*. In Proceedings of the 39th Annual Hawaii International Conference on System Sciences. Hawaii, US State: Institute of Electrical and Electronics Engineers.
- Lee, G., & Lin, H. F. (2005). Customer perceptions of e-service quality in online shopping. *International Journal of Retail & Distribution Management*, 33(2), 161-176.
- Nelson, B., Pei-Jou, K., & Melissa, B. (2012). Raymond goodman j measuring psychographics to assess purchase intention and willing ness to pay. *Journal of Consumer Marketing*, 2012(29), 280-292.
- Seiders, K., Voss, G. B., Godfrey, A. L., & Grewal, D. (2007). Servcon: Development and validation of a multidimensional service convenience scale. *Journal of the Academy of Marketing Science*, 35(1), 144-156.
- Streed, O. (2008). *Improving customer satisfaction through personalization: The case of fast-food franchises*. Bengaluru, India: Hindustan Aeronautics Limited.
- Uzir, U. H., Jerin, I. Halbusi, H. A., Hamid, A. B. A., & Latiff, A. S. A. (2020). Does quality stimulate customer satisfaction where perceived value mediates and the usage of social media moderates? *Heliyon*, 6(12), e05710.
- Westbrook, R. A. (2003). Intrapersonal affective influences on consumer satisfaction with products. *Journal of Consumer Research*, 2003, 50-52.
- Zhao, L., Zhou, J., & Ren, X. (2015). Influences of product characteristics and service on consumer satisfaction with purchasing clothing online. *International Journal of Business and Social Science*, 6(4), 114-119.