

Influence of Customer Experience on Customer Satisfaction and Loyalty in Delivery Service Platforms

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Abstract

With the activation of non-face-to-face services, the use of delivery service platforms has been increasing. At this juncture, this study empirically analyzed the impact of customer experience on customer satisfaction and customer loyalty in the context of delivery service platforms. Specifically, the study segmented customer experience into four sub-factors: product experience, moments of truth, outcome focus, and peace of mind, and analyzed their individual impacts on customer satisfaction and customer loyalty. The independent variables, representing customer experience, were divided into the aforementioned four sub-factors. The mediating variable was customer satisfaction, and the dependent variables were repurchase intention and recommendation intention. A survey was conducted with customers who have used delivery service platforms, and 300 valid responses were utilized for the analysis.

The empirical results are as follows: all four sub factors - product experience, moments of truth, outcome focus, and peace of mind - significantly and positively influenced satisfaction with the delivery service platform. Among these, peace of mind had the most substantial impact. Additionally, customer satisfaction was found to mediate the relationships between product experience, moments of truth, outcome focus, peace of mind, and both repurchase intention and recommendation intention.

This study is academically significant as it segments and examines customer experience into four distinct factors. Practically, it highlights the importance of providing peace of mind to reassure customers as the most crucial factor in enhancing their satisfaction and loyalty.

■ **Keyword:** delivery service platform, customer experience, customer satisfaction, customer loyalty, repurchase intention, recommendation intention

I. Introduction

The concept of customer experience has become a pivotal element in the realm of delivery service platforms, significantly influencing customer satisfaction and customer loyalty. Similar to how technological advancements have transformed various industries, online delivery service platforms have reshaped retail by prioritizing customer engagement through digital channels. This

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paper explores the intricate relationship between customer experience and customer satisfaction, customer loyalty within the delivery service industry.

Historically, delivery services have leveraged technology to enhance interactions and streamline the delivery process. The integration of digital tools has facilitated unprecedented growth and improved customer interactions, much like in other sectors transformed by technology. In the delivery service sector, customer experience extends far beyond the simple act of receiving a package, encompassing every touchpoint from order placement to post-delivery support.

Today, customer experience in delivery services involves multiple dimensions, from the seamless functionality of mobile apps to real-time communication and efficient problem resolution. These elements collectively contribute to customer satisfaction and loyalty, underpinning the success of platforms in a highly competitive market(Yen, 2023). Studies across various industries have demonstrated a clear correlation between a well-crafted customer experience and enhanced customer satisfaction and loyalty(Rane et al., 2023). This is particularly pertinent in delivery services, where the ease and reliability of the service directly influence the likelihood of repeat patronage and customer referrals.

Innovative delivery solutions that prioritize customer convenience and reliability are setting new standards in the retail sector. These solutions include sophisticated tracking systems, personalized delivery options, and integration with other digital services, all aimed at enhancing the overall customer experience. This introduction sets the stage for exploring how delivery service platforms can harness these technological advancements to not only meet but exceed customer expectations, thereby fostering loyalty and driving business growth.

The importance of customer experience has increasingly become a critical factor in modern marketing. Scholars like Kotler et al.(2023) envision that the era of Marketing 6.0 will center on immersive customer experiences, ushering in an era of meta-marketing that blurs the boundaries of physical and digital spaces. This entails strategies that facilitate the ultimate convergence of physical and digital realms to offer interactive and immersive customer experiences. Such strategies enable closer interactions with customers, creating a fully immersive customer journey that offers unique and special experiences.

Research has significantly advanced in exploring the relationships among customer experience, customer satisfaction, and customer loyalty. However, many studies have approached customer experience from a holistic perspective(Nuseir et al.,2023). This study aims to take into account the evolving environment and segment the elements of customer experience into product experience, moments of truth, outcome focus, and peace of mind(Mokha & Kumar, 2023). The goal is to empirically understand how these individual elements influence satisfaction and loyalty in the context of delivery service platforms.

This approach represents a step forward from previous research, offering a more nuanced understanding of the structural relationships between different elements of customer experience and their impact on user satisfaction and loyalty in delivery service platforms.

The subsequent sections will analyze specific aspects of the customer experience that are critical to loyalty in delivery services, drawing parallels with successful strategies employed in other sectors. Through this exploration, the study aims to provide insights that could help delivery

service platforms design more effective strategies to enhance customer satisfaction and loyalty.

II. Literature Review

2.1 Customer Satisfaction and Loyalty

Oliver et al.(1997) defined satisfaction as the outcome of a post-consumption or post-usage evaluation, incorporating both cognitive and affective elements. According to the expectancy-disconfirmation theory, customers assess their satisfaction by comparing perceived outcomes with their prior expectations. Customer satisfaction comprises two dimensions: transaction-specific satisfaction (TSS) and cumulative satisfaction (CS). TSS refers to the customer's evaluation of a particular product transaction, episode, or service. In contrast, cumulative satisfaction represents the overall assessment of the services or products provided up to that point.

The concept of loyalty can be defined as a customer's intrinsic commitment to consistently choose a preferred product or service repeatedly, despite situational variables or competitors' influences(Oliver, 1999). Loyalty can be categorized into two main types: attitudinal loyalty and behavioral loyalty(Dick & Basu, 1994). Attitudinal loyalty involves cognitive, affective, and conative elements, with a prime example being the intention to recommend the product or service to others. On the other hand, behavioral loyalty focuses on observable actions, such as the intention to repurchase or actual repurchasing behavior. While attitudinal loyalty reflects the customer's positive feelings and attitudes towards the brand, behavioral loyalty is demonstrated through their actions in the marketplace. Therefore this study sets repurchase intention and recommendation intention as the items to measure customer loyalty.

In the online delivery service platform sector, customer loyalty is crucial as it reflects the tendency of consumers to consistently choose a particular platform's services over those of competitors. This loyalty is demonstrated through both the intention to repurchase and the intention to recommend the platform to others(Dasanayaka et al.,2024). Customer loyalty is particularly important because the cost of acquiring new customers is significantly higher than retaining existing ones.

For online delivery service platforms, building customer loyalty involves creating a customer experience that encourages repeated use and fosters positive word-of-mouth. In a highly competitive market, where alternatives are readily available at the click of a button, platforms must focus not just on fulfilling orders but also on ensuring a seamless, satisfying customer journey from browsing to post-delivery service(Elsiana & Maradona, 2024).

The importance of customer loyalty extends directly to a company's financial performance. Loyal customers tend to place more orders and are more likely to try additional services offered by the platform. They also contribute to stable revenue streams and can reduce marketing costs since the expense of retaining an existing customer is generally lower than acquiring a new one. Furthermore, loyal customers often serve as brand advocates, recommending the platform to

potential new users, which can lead to organic growth and reduced expenditure on promotional activities.

Therefore, for online delivery service platforms, investing in strategies that enhance customer satisfaction and loyalty is not just beneficial but essential for long-term success and competitive advantage in the market.

2.2 Customer Experience in Delivery Service Platforms

The concept of customer experience has undergone significant transformation, particularly with the digital evolution shaping the landscape of online delivery service platforms. Traditionally, customer interactions were limited mostly to the point of purchase. Today, however, advancements in technology, especially the widespread use of smartphones and the proliferation of social media, have expanded customer interactions to include phases before, during, and after an order is placed, making the customer experience a comprehensive journey(Yen, 2023).

This customer journey is a multidimensional construct shaped by cognitive(rational) and affective (emotional) factors throughout the entire ordering and delivery process in the context of online delivery service platforms(Barbosa et al.,2024). The traditional model of isolated customer-business interactions, or 'touchpoints', has evolved into a continuous user journey that spans multiple channels over time. This holistic view is crucial for delivery service platforms aiming to create a positive overall experience, offering a greater competitive advantage than a focus solely on discrete interactions.

For companies operating within the delivery service industry, integrating digital channels with effective customer service touchpoints is vital. It allows for a tailored customer experience that meets individual preferences and needs. Recognizing and understanding the key drivers of positive customer experiences in this sector are essential for fostering brand loyalty and maintaining a competitive edge in a market driven by rapid technological advancements and changing consumer expectations.

In the context of delivery service platforms, this research explores the components of customer experience that significantly influence brand loyalty, acknowledging that while the core relationship between customer experience and loyalty remains consistent(Nakaphom et al., 2024), the specific elements that drive this relationship can vary significantly across different industries.

The first component, product experience, is crucial in delivery service platforms where the integrity and quality of products delivered are paramount. This doesn't only refer to the quality of the physical items but also encompasses the accuracy of order fulfillment and the condition in which goods arrive. A positive product experience directly enhances consumer trust and loyalty(Kumar et al., 2022).

The second component, moments of truth, involves critical interactions during the customer journey where key perceptions are formed and loyalty can be significantly influenced. For delivery service platforms, such moments could include the ease of navigating the website or app, the clarity of information provided, the simplicity of the checkout process, and the effectiveness of customer support in resolving issues. Each moment of truth can either strengthen or weaken the

customer's perception of the brand(Dwita & Agustine, 2023).

The third component, outcome focus, pertains to the end results of the service, particularly in terms of delivery timeliness, order accuracy, and overall satisfaction with the service outcome. Delivery service platforms must ensure that the final delivery meets or exceeds customer expectations, as this is often a decisive factor in determining whether a customer will return or recommend the platform to others(Mokha & Kumar, 2023).

The fourth component, peace of mind, involves offering assurance that transactions are secure, privacy is protected, and that any potential issues will be promptly addressed. This includes implementing robust security measures and providing clear, consistent communication throughout the customer journey, from order confirmation to post-delivery follow-up(Klaus & Maklan, 2013). Collectively, these dimensions form a comprehensive model of customer experience for delivery service platforms, aimed at creating a seamless, satisfying journey that encourages repeat patronage and fosters long-term loyalty(Mokha & Kumar, 2023). By focusing on these aspects, delivery services can meet evolving consumer expectations and thrive in a competitive market.

III. The Research Hypotheses and Model

3.1 Customer Experience and Customer Satisfaction

Customers typically gather information about products from mass media or friends, form their opinions, and then make buying decisions. This process of forming opinions before purchase decisions is known as pre-acceptance, and it is largely independent of customer service levels. However, the actual experience a customer has with a product or service after the purchase can significantly affect their perception of its performance(Kumar et al., 2022).

Research indicates that a memorable customer experience can lead to increased customer satisfaction(Suharto & Hoti, 2023). Various studies across different sectors, such as banking, have confirmed that positive customer experiences are strongly linked to higher levels of customer satisfaction and loyalty. For instance, studies by Chandok & Gupta (2014) and Sharma et al. (2016) all highlight how good experiences lead to happier customers who are more satisfied. Similarly, Cajestan(2018) found that positive experiences in digital banking enhance both customer satisfaction and financial performance of banks. Additional research by Syahputra & Muwatiningsih (2019) and Saini & Singh(2020) supports the notion that better customer experiences correlate with greater customer satisfaction.

According to Gilboa et al. (2019) and Hoyer et al. (2020), customer experience brings a new ecosystem in industry 4.0, primarily when interacting with customers through interaction channels. The transaction process and customer experience have a multilevel approach based on ecosystem differences and competition, which can be static and dynamic customer experiences (Bueno et al., 2019). Customer satisfaction is a consumer's feeling about product performance where consumers have high expectations about the product and obtain satisfaction if the expectations about product performance are met(Sudari et al., 2019). Good management processes and strategies will create a pleasant transaction climate, creating customer satisfaction. Kumar et al. (2021) and Pei et al.

(2020) found that customer experience strongly influence customer satisfaction.

Consequently, the hypothesis formed is that customer experience has a positive relationship with customer satisfaction.

In this study, customer experience is divided into four sub-elements. The following is a review of previous research on the relationship between these sub-elements and customer satisfaction. Product experience refers to the importance of customers' perception of having choices and the ability to compare offerings, a critical factor in modelling consumer behaviour (McAlister & Srivastava 1991) and antecedent of loyalty (Srinivasan et al. 1998). Moments-of-truth emphasises the importance of service recovery (Tax et al. 1998) and flexibility (Liljander & Strandvik 1993) in dealing with customers once complications arise. Outcome focus is associated with reducing customers' transaction cost, such as seeking out and qualifying new providers, reflecting the importance of goal-orientated experiences in consumer behaviour (Huffman & Houston 1993). Peace-of-mind describes the customer's assessment of all the interactions with the service provider before, during and after the purchase of the service (Klaus & Maklan, 2013).

Examination of the structural parameters indicates that product experience, outcome focus, moments-of-truth and peace-of-mind have a significant and positive impact on customer satisfaction, loyalty and word-of-mouth behaviour. In fact, moments-of-truth and peace-of-mind have the greatest effect on customer satisfaction, loyalty and word-of-mouth behaviour. Peace-of-mind seems to have the highest effect on customer satisfaction and word-of-mouth. Moments-of-truth had an important effect on customer satisfaction and word-of-mouth behaviour also to a lesser extent than peace-of-mind. Moments-of-truth demonstrates the highest effect of all dimensions on loyalty intentions (Klaus & Maklan, 2013).

Therefore, this study proposes the following hypotheses:

Hypothesis 1: Product experience will have a significant positive (+) effect on customer satisfaction.

Hypothesis 2: Moments of truth will have a significant positive (+) effect on customer satisfaction.

Hypothesis 3: Outcome focus will have a significant positive (+) effect on customer satisfaction.

Hypothesis 4: Peace of mind will have a significant positive (+) effect on customer satisfaction.

3.2 Customer Satisfaction and Customer Loyalty

Customer satisfaction is widely acknowledged as a crucial precursor to customer loyalty, prompting further investigation into this critical relationship. Studies indicate that when customers are content with products or services, they are more likely to recommend them to friends and relatives, thereby enhancing loyalty. This link is supported by behavioral theories such as learning theory and the theory of cognitive dissonance, which suggest that customer satisfaction often leads to loyalty (Mokha & Kumar, 2023). Nonetheless, loyalty does not automatically result from satisfaction alone, as customers can be satisfied with multiple service providers but choose to remain loyal to only one. It's important to note that some research, such as the studies by Heskett et al., (1997) and Hosseini & Ahmadi Nejad (2009), indicating that customer satisfaction does not necessarily lead to customer loyalty. This complexity in the relationship between

satisfaction and loyalty underscores the need for ongoing research to better understand these dynamics. Therefore, the current study hypothesizes that customer satisfaction has a positive impact on customer loyalty, exploring this association further.

Therefore, this study proposes the following hypotheses:

Hypothesis 5: Customer satisfaction will have a significant positive (+) effect on repurchase intention.

Hypothesis 6: Customer satisfaction will have a significant positive (+) effect on recommendation intention.

Based on the studies of Kumar et al. (2022), it is evident that customer satisfaction acts as a mediator between customer experience and customer loyalty within the banking industry. Similarly, Mokha & Kumar (2023) collected data from 836 banking customers in India, concluding that customer satisfaction mediates the relationship between customer experience and customer loyalty. Ganzi et al. (2024) conducted an empirical analysis with 100 consumers in the telecommunications sector in Bangladesh, finding that customer satisfaction mediates the relationship between customer experience and customer loyalty. Additionally, Syaifullah(2024) analyzed 210 users of online transportation services in Indonesia and found that customer satisfaction mediates the relationship between customer experience and loyalty. In contrast, studies by Ismail & Hussin (2016) and Rashwan et al. (2019) revealed that customer satisfaction does not mediate the relationship between customer experience and customer loyalty.

Given these mixed findings, the present study aims to explore the impact of customer experience on customer loyalty through the mediating role of customer satisfaction in the context of delivery service platforms. This theoretical framework will provide a comprehensive understanding of how customer experience influences customer loyalty, with customer satisfaction serving as a critical mediator. This approach aligns with the findings of Kumar et al. (2022), Mokha & Kumar (2023), Ganzi et al. (2024), and Syaifullah (2024), while also addressing the contrasting results from Ismail & Hussin (2016) and Rashwan et al. (2019).

Therefore, this study proposes the following hypotheses:

Hypothesis 7: Customer satisfaction with delivery service platforms will mediate the relationship between product experience and repurchase intention.

Hypothesis 8: Customer satisfaction with delivery service platforms will mediate the relationship between moments of truth and repurchase intention.

Hypothesis 9: Customer satisfaction with delivery service platforms will mediate the relationship between outcome focus and repurchase intention.

Hypothesis 10: Customer satisfaction with delivery service platforms will mediate the relationship between peace of mind and repurchase intention.

Hypothesis 11: Customer satisfaction with delivery service platforms will mediate the relationship between product experience and recommendation intention.

Hypothesis 12: Customer satisfaction with delivery service platforms will mediate the relationship between moments of truth and recommendation intention.

Hypothesis 13: Customer satisfaction with delivery service platforms will mediate the relationship between outcome focus and recommendation intention.

Hypothesis 14: Customer satisfaction with delivery service platforms will mediate the relationship between peace of mind and recommendation intention.

3.3 The Research Model

This study was conducted to structurally and empirically analyze the impact of customer experience on repurchase intention and recommendation intention in delivery service platforms, mediated by customer satisfaction. To achieve this, customer experience was segmented into four sub-variables: product experience, moments of truth, outcome focus, and peace of mind. The mediating variable is customer satisfaction, while the dependent variables are repurchase intention and recommendation intention. Based on this, the research model used in this study is illustrated in Figure 1.

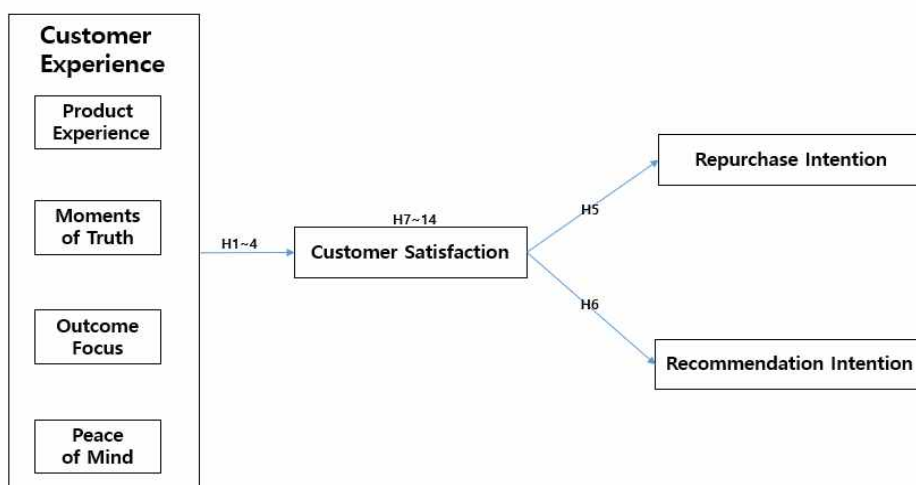


Figure 1. The Research Model

IV. Research Methodology

4.1 Questionnaire Development

There are three primary methods for constructing questionnaires: using existing questions, modifying questions from other questionnaires, or creating customized questions. In this study, we generated data using a questionnaire that was adapted from those employed in several prior studies. We utilized a 5-point Likert scale with 4 to 6 items per variable, totaling 33 items designed to examine factors influencing customer loyalty in a delivery service platforms (refer to Table 1). The questionnaire also gathered demographic information about participants including gender, age, education, monthly income and household type.

Before the main data collection phase, a pilot test of the questionnaire was conducted to optimize its effectiveness and minimize any potential issues in comprehension or data recording. The pilot study included 3 delivery service platforms app users, whose feedback led to some adjustments. This pilot phase was crucial as it not only helped estimate the response rate for the main study but also gauged the time required to complete the questionnaire. A detailed questionnaire is available in table 1 of the study.

<Table 1> Constructs : Items with Factor Loadings.

Construct	Item	Factor Loading	Reference
Product Experience	Delivery service platforms typically offer the freedom to choose from multiple delivery products	.547	Kumar et al.,2022 ; Mokha & Kumar, 2023
	There is no need to compare offline stores when purchasing products on delivery service platforms	.738	
	With delivery service platforms, you can compare various options	.575	
	Delivery service platforms tend to have a designated person responsible for each delivery product	.710	
Moments of Truth	Delivery service platforms tend to be flexible in their dealings with me	.753	
	Delivery service platforms usually provide the products I need in a flexible manner	.676	
	Delivery service platforms often provide me with the most up-to-date information	.788	
	Delivery service platforms typically offer safe and reliable services	.725	
	Employees responsible for delivery service platforms usually possess good interpersonal skills	.726	
Outcome Focus	Delivery service platforms often make efforts to accurately resolve problems when they occur	.800	
	I believe that by continuing to use delivery service platforms, the process becomes much easier	.657	
	Delivery service platforms tend to provide what I need quickly	.727	
	I generally prefer delivery service platforms over other types of services	.677	
Peace of Mind	The employees at the delivery service platforms tend to understand my situation well	.727	
	I tend to trust the expertise of delivery service platforms	.555	
	I believe that products ordered from a delivery service platforms will arrive at the correct time	.614	
	Delivery service platforms will take care of me for the foreseeable future	.823	
	I tend to use delivery service platforms with confidence	.742	
	Having used the delivery service platforms before, I found it very easy to get what I needed	.525	
Customer Satisfaction	Delivery service platforms tend to offer me independent (specialized) advice	.731	
	I am overall satisfied with the delivery service platforms I use	.785	Oliver, 2010 ; Upadhyaya, 2020
	I am satisfied with my experiences with the delivery service platforms I use	.819	
	I prefer the delivery service platforms I currently use	.834	
Using the delivery service platforms I use is a pleasant experience	.751		
Repurchase Intention	I will reorder using the delivery service platforms	.844	Elsiana & Maradona, 2024
	I will continue to use the delivery service platforms	.862	
	I would opt for the current delivery service platforms once more	.891	
	I plan to increase my use of delivery service platforms	.574	
Recommendation Intention	I am willing to recommend the delivery service platforms to others	.796	
	I will leave a review on social media about the delivery service platforms I used	.590	
	I will speak favorably about the delivery service platforms to others	.506	
	I am willing to recommend the delivery service platforms I used to my friends	.835	
	I think the delivery service platforms I used is worth recommending	.881	

4.2 Sampling and Data Collection

Delivery services play a very important role in the daily lives of Koreans, appealing to a broad demographic spectrum that includes various age groups and social classes. For our study, we utilized a diverse cross-sectional sample based on age and gender to evaluate our hypotheses. This diversity is crucial, considering younger participants may only be familiar with online delivery services, while older ones might have more experience with traditional methods.

To gather data that would offer meaningful insights into our research questions, several steps were undertaken. Initially, we selected a representative sample of delivery service platform apps, choosing three established brands from the Korean market.

The selection of participants was random, with the only requirement being that they must have utilized the delivery service platform apps at least once in the past three months. we received 321 responses, of which 300 met the eligibility criteria of the study (completed questionnaires, relevant app usage, etc.). A detailed profile of the respondents is available in table 2 of the study.

<Table 2> Sample Profile Summary

	Characteristic	Number	%
Gender	male	103	34.3
	female	197	65.7
Age	20-29	100	33.3
	30-39	33	11.0
	40-49	41	13.7
	50-59	100	33.3
	60 and over	26	8.7
Education	high school	54	18.0
	college	44	14.7
	university	174	58.0
	graduate school	28	9.3
Monthly Usage Frequency	once or less	30	10.0
	between 2 and 3 times	132	44.0
	between 4 and 5 times	79	26.3
	6 times or more	59	19.7

V. Finding of the Study

5.1 Testing the Measurement Model

Confirmatory factor analysis (CFA) is a statistical method used by researchers to evaluate the hypothesized relationships between measured variables and their underlying latent constructs. In

our study, we employed CFA to assess the fitness of the model as well as its convergent and discriminant validity. The model's goodness of fit indices were found to be within acceptable ranges, adhering to the standards suggested by Hair et al.(2010). The specific values of these indices for the structural model are presented in Table 3.

<Table 3> Goodness of Fit Indices

Fit Index	Recommended Criteria	Results
X ² /df	<3	1.922
RMSEA	<.08	.056
IFI	>.9	.930
NFI	>.9	.920
CFI	>.9	.929

Convergent validity in this study was assessed by examining the factor loadings, which ranged from .506 to .891, indicating acceptable levels as per the guidelines set by Hair et al.(2010). Additionally, table 4 illustrates that the average variance extracted(AVE), composite reliability(CR) and Cronbach's alpha(CA) all met the necessary criteria. To establish discriminant validity, a test was conducted to confirm significant differences between constructs and their metrics. This involved comparing the square root of the AVE for each construct against its correlations, ensuring the square root of AVE exceeded correlation values(Fornell & Larcker, 1981). Table 4 confirms these standards were achieved. The study also addressed multi-collinearity, which can arise from high correlations among independent variables. We evaluated the variance inflation factor(VIF). The results showed VIF values below 10.0, aligning with recommendations by Hair et al.(2010). This indicates that multi-collinearity was effectively managed in our analysis.

<Table 4> Correlations, Cronbach's Alpha (CA), Composite Reliability (CR) and Average Variance Extracted (AVE)

Factors	CA	CR	AVE	Correlations							
				1	2	3	4	5	6	7	
1. Product Experience	.796	.926	.760	1							
2. Moments of Truth	.882	.963	.812	.717**	1						
3. Outcome Focus	.786	.936	.786	.621**	.783**	1					
4. Peace of Mind	.817	.954	.778	.565**	.768**	.775**	1				
5. Customer Satisfaction	.874	.951	.828	.590**	.727**	.718**	.746**	1			
6. Repurchase Intention	.850	.950	.830	.492**	.624**	.666**	.677**	.765**	1		
7. Recommendation Intention	.847	.952	.806	.473**	.539**	.559**	.565**	.623**	.604**	1	

** p< .01,

5.2 Common Method Bias

Data for our study were gathered from a single source, prompting us to apply Harman's single factor test to assess common method bias, a type of systematic error that arises from using the same method to measure all constructs in the study(Harman, 1967). The findings indicated that our study aligns with established standards. In the context of analyzing Common Method Bias(CMB), the main variance value was found to be 24.637%. This result indicates that the

common method variance is within acceptable limits, suggesting that the measurement method does not significantly distort the data.

5.3 Findings of the Research Hypotheses

Structural equation modeling(SEM) was utilized to test the research hypotheses. SEM was chosen for its efficacy in examining the interrelations among constructs. Among the SEM techniques, Covariance-Based SEM (CB-SEM) was selected for its suitability in theory testing and confirmation rather than for exploratory purposes or theory development(Dash & Paul, 2021). As depicted in table 5, constructs such as product experience, moments of truth, outcome focus and peace of mind were all found to significantly influence customer satisfaction in delivery service platforms. Hence, hypotheses 1 through 4 were supported. Additionally, customer satisfaction in delivery service platforms showed a positive correlation with loyalty intentions supporting hypothesis 5 and 6. Figure 2 and table 5 presents the t-values and standardized path coefficients for the model.

<Table 5> Path Coefficients and T-values for Full Sample

Hypotheses	Path Coefficients	t-Statistics	Relationships
H1. Product Experience-->Customer Satisfaction	.105*	2.064	Supported
H2. Moments of Truth-->Customer Satisfaction	.210**	3.032	Supported
H3. Outcome Focus-->Customer Satisfaction	.203**	3.196	Supported
H4. Peace of Mind-->Customer Satisfaction	.368***	6.030	Supported
H5. Customer Satisfaction-->Repurchase Intention	.543***	9.147	Supported
H6. Customer Satisfaction-->Recommendation Intention	.381***	5.212	Supported

*, p< .05, **, p< .01, ***, p< .001

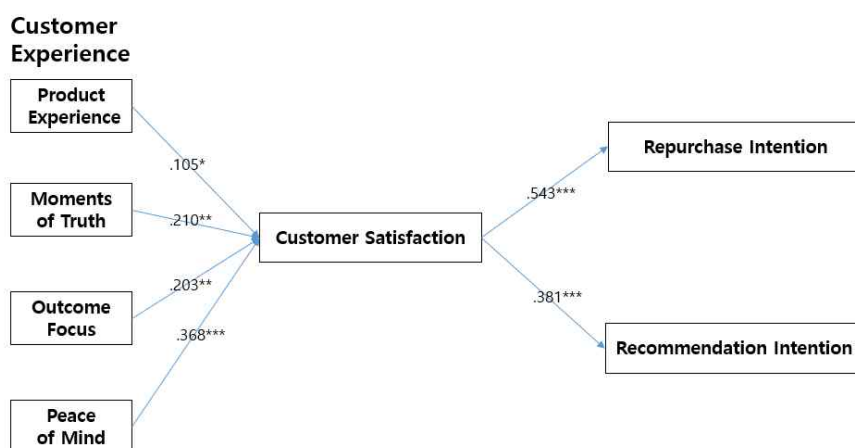


Figure 2. The research conceptual model showing empirical results.

*, p< .05, **, p< .01, ***, p< .001

This study analyzed the impact of the four sub-factors of customer experience—product experience, moments of truth, outcome focus, and peace of mind—on repurchase intention and recommendation intention, mediated by customer satisfaction.

<Table 6> Results of Mediating Effect Test

Path	Effect	β	LLCI	ULCI	Results
H7. Product Experience-->Customer Satisfaction-->Repurchase Intention	direct	.046	-.071	.166	supported
	indirect	.057	.003	.117	
H8. Moments of Truth-->Customer Satisfaction-->Repurchase Intention	direct	.094	-.073	.260	supported
	indirect	.114	.031	.201	
H9. Outcome Focus-->Customer Satisfaction-->Repurchase Intention	direct	.193	.056	.330	supported
	indirect	.110	.042	.192	
H10. Peace of Mind-->Customer Satisfaction-->Repurchase Intention	direct	.178	.031	.324	supported
	indirect	.200	.123	.288	
H11. Product Experience-->Customer Satisfaction-->Recommendation Intention	direct	.117	-.026	.260	supported
	indirect	.040	.001	.090	
H12. Moments of Truth-->Customer Satisfaction-->Recommendation Intention	direct	.069	-.137	.275	supported
	indirect	.080	.020	.147	
H13. Outcome Focus-->Customer Satisfaction-->Recommendation Intention	direct	.153	-.031	.337	supported
	indirect	.077	.025	.144	
H14. Peace of Mind-->Customer Satisfaction-->Recommendation Intention	direct	.166	-.031	.363	supported
	indirect	.140	.071	.226	

The mediation effect of customer satisfaction was examined using bootstrapping methods, and hypothesis testing was conducted through interval estimation. Specifically, if zero was not present between the lower and upper bounds, the result was considered significant (Hayes, 2022). The empirical analysis showed that zero did not fall between the lower and upper bounds for any paths, leading to the acceptance of hypotheses 7 through 14. Table 6 summarizes these results.

VI. Discussion and Theoretical Implications

This section discusses the research findings and draws academic implications based on the results. First, the study demonstrated that the four sub-factors of customer experience—product experience, moments of truth, outcome focus, and peace of mind—significantly and positively influenced customer satisfaction with delivery service platforms. This finding aligns with previous research(Kumar et al., 2022 ; Mokha & Kumar, 2023), emphasizing the critical role of comprehensive customer experience in enhancing overall satisfaction. The significant impact can be attributed to the integrated and holistic approach that these platforms provide, catering to both functional and emotional customer needs. Second, among the four sub-factors, peace of mind emerged as the most influential on customer satisfaction. This predominant influence suggests that customers place a high value on the security and reassurance provided by the service. Theoretically, this finding enriches the literature on customer experience by highlighting the importance of emotional

and psychological comfort in service interactions. The substantial impact of peace of mind may stem from the increasing concerns around delivery reliability and safety, especially in a digital and often impersonal service context. Third, the study also found that the four sub-factors of customer experience significantly influenced repurchase intention and recommendation intention through the mediating effect of customer satisfaction. This result underscores the importance of customer satisfaction as a crucial intermediary that translates positive customer experiences into loyalty behaviors. Academically, it adds to the understanding of the mechanisms through which customer experience impacts loyalty. The mediation effect highlights how satisfaction acts as a necessary condition for the transformation of customer experience into behavioral outcomes, supporting theories that link customer satisfaction with long-term loyalty.

VII. Conclusions and Practical Implications for Management

The findings of this study offer several practical implications for the management of delivery service platforms. First, given the positive impact of product experience, moments of truth, outcome focus, and peace of mind on customer satisfaction, managers should focus on improving these areas comprehensively. Efforts should be made to ensure that each customer touchpoint delivers high-quality interactions that contribute to a positive overall experience. This can involve training staff, optimizing user interfaces, and ensuring consistent service delivery. Second, the study revealed that peace of mind is the most influential factor in customer satisfaction. Managers should prioritize strategies that enhance customers' sense of security and reassurance. This could include implementing robust security measures, providing real-time tracking, ensuring timely and safe deliveries, and maintaining transparent communication channels. By addressing the psychological comfort of customers, platforms can build stronger emotional connections and loyalty. Third, the mediating role of customer satisfaction between customer experience and loyalty behaviors such as repurchase intention and recommendation intention suggests that enhancing customer satisfaction should be a strategic focus. Managers can leverage satisfaction metrics to identify areas for improvement and implement targeted initiatives that elevate the overall customer experience. Loyalty programs, personalized follow-ups, and feedback loops can also help in maintaining high levels of customer satisfaction. Fourth, the empirical results highlight the need for strategic investment in customer experience initiatives. By understanding the specific elements that drive satisfaction and loyalty, managers can allocate resources more effectively to areas that yield the highest return on investment. Continuous assessment and refinement of these initiatives can ensure that they remain aligned with evolving customer expectations and competitive dynamics.

In conclusion, this study provides valuable insights into the specific elements of customer experience that contribute to customer satisfaction and loyalty in the context of delivery service platforms. By identifying peace of mind as a particularly important factor, the research offers both theoretical and practical contributions to the field of customer experience management. Managers can use these insights to develop more effective strategies that enhance customer satisfaction and foster long-term loyalty.

VII. Limitations and Future Research

Despite the valuable insights provided by this study, several limitations must be acknowledged, which also suggest directions for future research.

First, this study relied on self-reported data, which can be subject to biases such as social desirability or recall bias. Participants might have provided responses they deemed favorable or might not have accurately remembered their experiences. Future research could address this limitation by incorporating objective measures or triangulating self-reported data with other data sources, such as transaction records or behavioral data, to validate the findings.

Second, the study focused on a limited set of variables—product experience, moments of truth, outcome focus, and peace of mind—as determinants of customer satisfaction and loyalty. While these variables provide a foundational understanding, customer experience is a multifaceted construct that could be influenced by a wider array of factors. Future studies should explore additional variables, such as technological advancements, service personalization, perceived value, and brand reputation, to provide a more comprehensive understanding of the factors affecting customer satisfaction and loyalty in delivery service platforms.

Third, the study employed a cross-sectional design, capturing data at a single point in time, which limits the ability to infer causality between customer experience, satisfaction, and loyalty. Longitudinal studies are needed to better understand the causal relationships and how these factors evolve over time. Tracking changes in customer perceptions and behaviors over extended periods would provide deeper insights into the dynamics of customer experience and its long-term impact on satisfaction and loyalty.

Additionally, it should be noted that respondents may have used different delivery service platforms, which could introduce variability in their experiences and perceptions. Future research should consider this variability and potentially control for the specific platforms used by respondents to ensure more consistent and comparable results.

In conclusion, while this study provides important contributions to the understanding of customer experience in delivery service platforms, addressing these limitations and pursuing the suggested future research directions can further advance the field and offer more comprehensive insights for both academics and practitioners.

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배달서비스 플랫폼의 고객경험이 고객만족 및 충성도에 미치는 영향

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국문 요약

비대면 서비스가 활성화되면서 배달서비스플랫폼 이용이 활성화되고 있다. 이러한 시점에서 배달서비스 플랫폼의 고객경험이 고객만족 및 고객충성도에 미치는 영향을 실증적으로 분석하였다. 특히 본 연구에서는 고객경험을 4개의 하위요소로 나누어 각각이 고객만족과 고객충성도에 미치는 영향을 세분화하여 분석을 했다. 독립변수로 고객경험을 제품경험(product experience), 진실의순간(moments of truth), 결과지향성(outcome focus), 마음의평화(peace of mind) 4개의 하위변수로 나누었다. 매개변수는 고객만족이며, 종속변수는 재이용의도와 타인추천의향이다. 이를 위해 배달서비스플랫폼 이용경험이 있는 고객을 대상으로 설문조사를 하였으며, 이중 유효한 300개를 분석에 활용하였다. 실증분석결과는 다음과 같다. 제품경험, 진실의순간, 결과지향성, 마음의평화 모두 배달서비스플랫폼 이용만족에 유의한 정(+)의 영향을 미치는 것으로 나타났다. 가장 영향을 미치는 변인은 마음의평화 이었다. 한편 이용만족도는 제품경험, 진실의순간, 결과지향성, 마음의평화와 재이용의도, 타인추천의향에 매개역할을 하는 것으로 나타났다. 본 연구 결과는 고객경험을 4가지로 세분화하여 검정하였다는 점에서 학술적인 의미가 있었다. 또한 실무적으로 고객경험중에서 고객을 안심시켜 고객에게 마음의 평화를 주는 것이 가장 중요한 요인임을 밝혔다는 점에서 의미가 있었다.

■ 중심어: 배달서비스플랫폼, 고객경험, 고객만족, 고객충성도, 재이용의도, 타인추천의향

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