Management responsibilities, service quality and customer satisfaction: Inputs to business performance improvement framework

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Abstract

The purposed of this study is to determine the impact of management responsibility on service quality and the impact to customer satisfaction. Specifically, to Determine the management responsibilities in terms of customer, compliance and environmental; Assessed service quality in terms of Physical facilities, reliability of service providers and responsiveness of subjective feeling, customer perceived value and customer participation; determine relationship between management responsibility, service quality and customer satisfaction and developed a business performance improvement framework. The research adopts normative analysis and empirical analysis to lay the theoretical basis and research framework of literature analysis. The questionnaire survey was distributed to customers with delivery experience. The research instrument is a self-compiled questionnaire and measured using a Likert 4 scale through Questionnaire Star platform. The data statistics were carried out through SPSS software. The respondents agreed on the management responsibilities in terms of customer, compliance and environmental. There is a high positive significant correlation between the management of responsibilities, service quality, and customer satisfaction. Business performance improvement framework was developed. This study recommended that the delivery platform may strengthen distribution management norms and improve service soft power, which is the focus of Meituan delivery to improve service quality. In addition, the delivery platform may track consumer evaluation and supervise the authenticity of food information provided by merchants. The researcher able to propose framework for business performance improvement.

Keywords: management responsibilities, service quality, customer satisfaction, business performance improvement framework

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1. Introduction

Along with the rapid development of the Internet industry in our country, thus driven the related service industry way to transform. Food and beverage industry occupies an important position in the development of national economy of our country, plays an important role of stimulating domestic demand and promoting consumption. The development of Internet industry makes the food and beverage delivery industry develop rapidly, has formed the food and beverage delivery industry structure mainly based on Meituan and ele. me Mukhopadhyay, B. R., & Chatwin, C. R. (2020). The emergence and development of take-out industry is an important practice of "Internet +", which promotes the development of catering industry and service industry. However, the development process of take-out industry still needs to be improved. Sun, P. (2019).

With the rapid development of the take-out industry, a large amount of capital has flooded into the take-out market, which has had an important impact on the development of the take-out industry. At the same time, along with the rapid development of the take-out industry, some take-out platforms also have problems such as poor service quality, low delivery efficiency and poor health conditions, resulting in poor consumer satisfaction with take-out platforms. It is of great significance to study the influencing factors of takeaway customer satisfaction and how to improve takeaway customer satisfaction.

With the booming development of takeaway industry, it is of great significance to study how to improve takeaway customer satisfaction. Overall, takeaway customer satisfaction is mainly affected by the subjective feelings of takeaway customers Liang, D., Dai, Z., & Wang, M. (2021). Therefore, this study takes takeout brand management responsibility as the entry point of the study, studies the factors influencing the service quality of takeout platform, and analyzes the influence of the service quality of takeout platform on customer satisfaction. Through the analysis of customer perceived value, the research results can help the delivery platform to understand the psychological needs of delivery customers, improve its service quality, enhance customer participation and customer perceived value, and finally improve customer satisfaction, and build a model to improve the service performance of the delivery platform.

Objectives of the Study - The purposed of this study is to determine the impact of management responsibility on service quality and the impact to customer satisfaction. Specifically, to Determine the management responsibilities in terms of customer, compliance and environmental; Assessed service quality in terms of Physical facilities, reliability of service providers and responsiveness of subjective feeling, customer perceived value and customer participation; determine relationship between management responsibility, service quality and customer satisfaction and developed a business performance improvement framework.

2. Methods

Research Design - Before the paper starts, two sets of questionnaires were designed to carry out a questionnaire survey on the drivers of Didi platform and the public, collect customers' opinions and suggestions on the delivery platform, and conduct a quantitative analysis based on the questionnaire data. The research adopts normative analysis and empirical analysis to lay the theoretical basis and research framework of literature analysis, and then adopts questionnaire to collect data. Due to the COVID-19 pandemic, the questionnaire data was collected through the online questionnaire platform "Questionnaire Star". In terms of research content, the first is theoretical basis and variable definition; the second is data collection, namely the design and implementation of questionnaires; the third is descriptive analysis, correlation analysis and regression analysis.

This study uses the method of combining normative method and empirical method to find out the deficiencies in the existing research through reading literature and determine the research ideas of the paper. After searching relevant literature on service performance of platform enterprises under digital economy in databases such as CNKI, the research idea of this paper is determined after sorting out existing research. By adopting the questionnaire survey method and analyzing the results of in-depth interviews with the managers of some platform enterprises, the direction and scope of questionnaire interviews are formulated, and the final questionnaire questions are formed. The results of the questionnaire were summarized in the form of online distribution.

Participants of the Study - As the questionnaire is conducted online, it can break through the limitation of time and space. The main objects of the questionnaire survey for customers with delivery experience, and the need to satisfy using at least two or more delivery platform, including Meituan take-away, hungry, just-in-time distribution and stores, etc. since the questionnaire was distributed via the Internet, it could cross company and geographic restrictions. 401 questionnaires were finally sent, and 377 valid questionnaires were recovered.

Data Gathering Instrument - In this study, data were collected using a self-compiled questionnaire and measured using a Likert 4 scale. The main content of the questionnaire consists of the following parts: the first part is to investigate the personal information of the interviewees and screen the questionnaire data; The second part is the measurement of the three variables in the thesis topic.

Data Gathering Procedure - First of all, a preliminary questionnaire was designed on the basis of existing literature research, and the opinions of relevant experts were consulted to improve the questionnaire structure and language expression. Questionnaire Before the formal large-scale survey, a small preliminary survey was carried out, and some questions were adjusted and optimized under the guidance of the instructor combined with the expert opinions, so as to form the final questionnaire. Questionnaire survey was conducted on the Questionnaire Star platform. The respondents of this survey were hired online, and the survey was carried out randomly. Questionnaires were distributed and collected through wechat, QQ, E-mail and other means.

Through the pre-test, the questionnaire has good reliability and consistency. After the questionnaire was confirmed, the researcher prepared a letter of intent as a request for the researcher to collect data from the respondents. Reliability results showed that the Cronbach's alpha for customer (0.855), compliance (0.885), environmental (0.863), physical facilities (0.835), reliability of service providers (0.894), responsiveness of service providers (0.827), customer subjective feeling (0.946), customer perceived value (0.876) and customer participation (0.791) suggesting that the items have relatively high internal consistency.

Ethical Considerations - Based on the requirements of academic ethics, the research process and results of this study are open and transparent. This research follows the code of academic ethics and carries out the investigation and research activities as planned. The graduation thesis submitted is the research work and results obtained by me under the guidance of my supervisor. The questionnaire used is modified and improved on the basis of the existing literature research. In the process of questionnaire survey, there are questionnaire reminders to ensure that the data provided by the respondents will be kept confidential. If it is shared without the consent of the respondent, it is unethical. In designing the questionnaire, the respondent's name was not involved, and the number 0 was assigned to missing data or incorrect input.

Data Analysis - The data statistics and analysis were carried out on the computer by SPSS software. The main part of the questionnaire was descriptive analysis, and the three variables were processed by correlation analysis and regression analysis. Then according to the analysis results, the service performance level of the digital platform was improved from the aspects of platform responsibility and employee responsibility. Frequency was used to determine the number of responses for each category of independent variables. It was used to determine the number of responses for the profile variables used. Weighted mean was calculated by multiplying the weight associated with the responses for each question. This was used to compute the weighted mean of the dimensions used for each dependent variable.

To ascertain if there are statistically significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable, the Kruskall Wallis test is a rank-based nonparametric test. It's regarded as the nonparametric substitute for the one-way ANOVA that enables comparisons between more than two independent groups. While weighted mean and rank were used (a) determine the brand management responsibilities in terms of customer, compliance and environmental, (b) eservice quality in terms of physical facilities, reliability and responsiveness, and (c) determine customer satisfaction in terms of customer subjective feeling, customer perceived value and customer participation. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Spearman's rho was used as the non-parametric test to determine if there is significant relationship between the variables. All analyses were performed using SPSS version 25.

3. Results and Discussion

Table 1

Brand Management Responsibilities

Key Result Area	Composite Mean	VI	Rank
Customer	2.92	Agree	3
Compliance	2.93	Agree	2
Environmental	3.07	Agree	1
Grand Composite Mean	2.97	Agree	

The table shows the brand management responsibilities with a composite mean of 2.97 verbally interpreted as agree. Among the cited dimensions, "Brand Management Responsibilities in terms of Customer" obtained the highest weighted mean of 3.07, followed by "Brand Management Responsibilities in terms of Compliance" (2.93), "Brand Management Responsibilities in terms of Environmental" (2.92), were verbally interpreted as agree.

It can be seen from Table that customers have a high degree of agreement on the brand management responsibility of the platform, indicating that customers attach great importance to the brand management responsibility of the platform when choosing takeaway service, which is an important basis for forming the interactive relationship between the platform and users. The reason why users choose the platform for food ordering services is its responsibility and credibility in the areas of customer management responsibility, compliance management responsibility and environmental management responsibility.

In the research on the responsibility of platform brand management, there are many research on the reliability of platform information, payment security and user privacy protection. Ma et al., (2019) analyzed and compared the privacy protection protocols of China's large Internet medical platforms and found many problems such as lack of privacy clauses and weak security management. At the level of platform construction, the marketing strategy and related marketing theory of each platform are studied, and the applicable marketing strategy is formulated. Zou, et al., (2017) conducted a survey on "Chunyu Doctor APP", studied the platform's operating model, and put forward promotion strategies. Liu et al., (2021) studied the impact of doctor-patient trust on users' intention to use the platform; To explore the impact of platform policies and relevant laws on the willingness to use the platform and their own development, Liu, et al (2022) explored the impact of the introduction of laws and policies in China on the development of Internet medical platforms.

Table shows Service Quality with a composite mean of 3.04 verbally interpreted as agree. Among the cited dimensions, "Responsiveness of Service Providers" obtained the highest weighted mean of 3.08, followed by "Physical Facilities" (3.05), "Reliability of Service Providers" (2.98) were verbally interpreted as agree.

Among the three dimensions of Service quality, Physical Facilities and Responsiveness of Service Providers agree more. The reason is that, from the perspective of customers, the provision of physical facilities is more tangible and obvious, so it is easy to judge and evaluate. The Reliability of Service Providers, on the other hand,

is more based on the subjective feelings of customers, so it is not easy to quantify. At the same time, it is easier to measure and evaluate the reliability of delivery platform services only for those customers who order food through delivery platforms multiple times or often, because they have enough ordering experience to facilitate horizontal comparison.

Table 2

Service Quality

Key Result Area	Composite Mean	VI	Rank
Physical Facilities	3.05	Agree	2
Reliability of Service Providers	2.98	Agree	3
Responsiveness of Service Providers	3.08	Agree	1
Grand Composite Mean	3.04	Agree	

Wei et al. (2019) took online retail as the research object to study the relationship between customer participation and service quality and found that customer participation has a positive impact on the perception of service quality. Zhao et al., (2019) studied the improvement paths of customer participation and service quality and proposed that active customer participation can effectively improve service quality; Liao, et al., (2021) studied the influence of customer participation, and based on relevant empirical analysis, proposed that customer participation could not directly affect service quality, but there was an indirect effect between them.

Table 3

Customer Satisfaction

Key Result Area	Composite Mean	VI	Rank
Customer Subjective Feeling	3.00	Agree	1.5
Customer Perceived Value	2.97	Agree	3
Customer Participation	3.00	Agree	1.5
Grand Composite Mean	2.99	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table shows Customer Satisfaction with a composite mean of 2.99 verbally interpreted as agree. Among the cited dimensions, "Customer Subjective Feeling" and "Customer Participation "obtained the highest weighted mean of 3.00, followed by "Customer Perceived Value" (2.97), were verbally interpreted as agree.

Among the variables to measure and evaluate Customer satisfaction, the weighted average of Customer Subjective Feeling and Customer Participation is 3.00, with a higher degree of agreement, indicating that customers' subjective feeling is the main factor for customers to order food. When customers feel the good experience of ordering through the platform, customers will continue to make ordering decisions. At the same time, customer participation is the embodiment of high customer satisfaction, because it shows that the takeout platform has made effective and accurate judgment and research on customer needs. When ordering food through the platform, customers are also willing to actively participate in various promotional activities, environmental protection policies, and even share their dining experience with friends and family. Customers' evaluation of the catering platform will affect people's judgment and attitude towards the safety of the platform.

Yuan, et al., (2017) believe that the food delivery industry is booming, and the competition is increasingly intense, so improving customer satisfaction has become an important way for businesses in the industry to seek survival and development. Zhuang, et al., (2021) believe that both the e-service of delivery platform and the service level of restaurants have an impact on consumer satisfaction, but the former has a stronger impact than the latter. And this effect has a conductive effect on the willingness to continue using. Rahaman, et al., (2022) adopted the fuzzy evaluation method to draw the conclusion that food, service, price, and convenience are the key factors affecting satisfaction. Both Liu, et al., (2018) and Min et al (2017) made use of Ele. me's transaction data to carry out the research of Eelen, et al., (2017) pointed out that offline word-of-mouth has a refined effect on loyalty domain. The former used structural equation model to find that user expectation has a reverse effect on satisfaction. Based on the ACSI model, the latter found that the impact of food pricing and quality and

platform ease of use on satisfaction and loyalty was greater than that of service elements.

There was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and service quality in terms of physical facilities because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the service quality in terms of physical facilities.

Table 4

Relationship Between Brand Management Responsibilities and Service Quality

Variables	Spearman's Rho	p-value	Interpretation
Brand Management Responsibilities and Service Quality in terms of Physical Facilities			
Customer	0.695	0.000	Significant
Compliance	0.762	0.000	Significant
Environmental	0.798	0.000	Significant
Brand Management Responsibilities and Service Quality in terms of Reliability of Service Providers			
Customer	0.728	0.000	Significant
Compliance	0.829	0.000	Significant
Environmental	0.797	0.000	Significant
Brand Management Responsibilities and Service Quality in terms of Responsiveness of Service Providers			
Customer	0.682	0.000	Significant
Compliance	0.721	0.000	Significant
Environmental	0.775	0.000	Significant

There was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and service quality in terms of reliability of service providers because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the service quality in terms of reliability of service providers.

There was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and service quality in terms of responsiveness of service providers because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the service quality in terms of responsiveness of service providers.

According to the survey and research, the higher the level of brand management responsibility in customer, compliance, and environment, the higher the service quality of the food delivery platform, so the brand management responsibility and service quality are positively correlated, and the food delivery platform can improve the service quality from the three dimensions of brand management responsibility. For example, in 2017, Meituan Takeaway launched green Ten, intelligent double temperature distribution box, security guard mini program, takeaway rider intelligent voice assistant, etc., and its service quality is in a leading position in the food and beverage takeaway industry. At the end of the same year, Meituan Takeaway launched the "rest assured signature" for the safety of takeaway food and released 6 million copies for the first time.

Meituan Takeout has its own APP development team and delivery team. Through the investigation of consumer demand, Meituan Takeout has continuously improved its service, from the initial provision of food and beverage takeout to the present improvement of the full range of delivery services including fruits, flowers, cakes, medicines and so on. From no merchant side to the launch of including merchant side applications and convenient merchants to print orders directly; From only doing a bridge between businesses and consumers to achieve information sharing, to establishing a Meituan takeaway delivery team, Meituan takeaway continues to improve its "service".

In order to ensure food and beverage safety, Meituan Takeout adheres to the concept of "consumer first" and

strictly manages food and beverage safety laws and regulations in accordance with the Food Safety Law. Implement to ensure zero missed reporting of food and beverage safety risk merchants, zero tolerance of food and beverage safety high-risk merchants, and zero food and beverage safety accidents; At the same time, extensive cooperation, and joint governance with all sectors of society have become the management principles and objectives of the beneficial promoters of the development of the food safety industry.

Li, et al., (2021) pointed out that brand experience has a significant positive impact on perceived value and consumer satisfaction, as well as a significant direct and indirect impact on consumer loyalty. Perceived value significantly affects consumer loyalty; Consumer satisfaction has positive influence on consumer loyalty. Zhao, (2018) divided perceived value into four dimensions: outcome value, procedural value, social value, and emotional value, and believed that customer satisfaction had a positive impact on customers' intention of continuous use, and the gap between customer perceived value and customer expectation directly affected customer satisfaction. Zhao Liang, Geng Shuang, Feng Mengchao (2017) Combined the ECM model and D&M model to build a theoretical research model with four variables including perceived quality, perceived value, consumer satisfaction and user reconstruction intention for takeout O2O consumers' repeated purchase intention. Through the research, it is concluded that the product quality and service quality provided by merchants have the most significant impact on consumer satisfaction.

Raza, et al., (2020) believe that SERVQUAL is a relatively mature service quality measurement method originating from western developed countries. Ali, et al., (2021) pointed out that although SERVQUAL model is applicable to many service industries, its five attribute dimensions of reliability, assurance, responsiveness, tangibility, and empathy are not suitable for all enterprises, and the dimensions should be designed according to the enterprises studied. Chang, et al., (2022) used SERVQUAL model proposed by PZB to analyze the gap in perceived service quality of catering enterprises and proposed that perceived service quality is the concrete embodiment of improving the service competitiveness of enterprises. Only by improving perceived service quality can customers' satisfaction and loyalty be improved, and the competitiveness of catering enterprises be enhanced. This study shows that SERVQUAL model is suitable for catering service industry.

Table 5

Relationship Between Brand Management Responsibilities and Customer Satisfaction

Variables	Spearman's Rho	p-value	Interpretation
Brand Management Responsibilities and Customer Satisfaction in terms of Customer Subjective Feeling			
Customer	0.738	0.000	Significant
Compliance	0.749	0.000	Significant
Environmental	0.776	0.000	Significant
Brand Management Responsibilities and Customer Satisfaction in terms of Customer Perceived Value			
Customer	0.714	0.000	Significant
Compliance	0.719	0.000	Significant
Environmental	0.784	0.000	Significant
Brand Management Responsibilities and Customer Satisfaction in terms of Customer Participation			
Customer	0.678	0.000	Significant
Compliance	0.722	0.000	Significant
Environmental	0.743	0.000	Significant

There was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and customer satisfaction in terms of customer subjective feeling because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the customer satisfaction in terms of customer subjective feeling.

Similarly, there was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and customer satisfaction in terms of customer perceived value because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the customer

satisfaction in terms of customer perceived value.

Furthermore, there was statistically significant relationship between brand management responsibilities in terms of customer (p=0.000), compliance (p=0.000), and environmental (p=0.000) and customer satisfaction in terms of customer participation because the computed p-values were less than 0.05. The higher is the level of brand management responsibility in terms of customer, compliance, and environmental, the higher is the customer satisfaction in terms of customer participation.

Through the survey data analysis, the brand management responsibility of the delivery platform is positively correlated with the three dimensions of customer satisfaction (customer subjective feeling, customer perceived value, and customer participation). That is, the better the brand management responsibility of the delivery platform, the higher the customer satisfaction. Therefore, the customer satisfaction of the delivery platform can be improved from all dimensions of brand management responsibility of the delivery platform.

In terms of consumer protection, consumers can learn about the qualifications and evaluations of businesses through the business page and complain about food safety problems through the APP online customer service or customer service hotline. Meituan Takeout has established a special food safety complaint customer service team according to the food safety complaint rating system to make targeted responses according to the complaint level.

For business qualifications, business brush list and products price is higher than the store prices, can be directly in the page of merchants to report it. All complaints and reports about food and beverage safety must be resolved within 24 hours.

In terms of distribution management, distribution methods include Meituan special delivery, Meituan express delivery and merchant self-delivery. Delivery personnel, especially Meituan special delivery and Meituan express delivery staff, are required to hold a valid health certificate, during the work should keep work clothes, hats clean, to ensure that the delivery box clean and harmless, regular disinfection. Delivery personnel shall not enter the kitchen of the business, shall not directly contact the food, and shall not put the food together with toxic and harmful items during distribution, while ensuring the temperature and humidity required by the food. When the delivery personnel go to the business to pick up the food, they must be polite, orderly, and check the food; When the food is delivered to the consumer, it should be polite, use kind words and smile. If it cannot reach the consumer in time, it should take the initiative to contact and communicate with the consumer. If the delivery of electric vehicle failure or other emergencies, shall not be solved without authorization, should immediately contact the superior leadership, waiting for leadership instructions, scheduling, or rescue.

Taking customer trust and satisfaction as the topic, Peter, et al., (2022) found that the level of service quality is the fuse that affects the change of the relationship between the two, and the correlation coefficient between the two is higher in the case of high service quality than in the case of low service quality. There are always differences about who is the independent variable and who is the dependent variable. Those who hold that customer satisfaction is the antecedent variable believe that only when customer needs are met will they have a sense of trust towards the enterprise, while those who hold that customer trust is the antecedent variable believe that customers make positive and optimistic evaluations of the enterprise based on trust. For example, the research conclusions of Le-Hoang, (2020) on domestic and foreign shopping websites show that customer trust has a positive impact on satisfaction. Customer satisfaction not only measures past transaction experience, but also predicts the probability of repeat purchases in the future.

Madhu, (2022), believe that "the utilitarian attribute of products brings consumers basic satisfaction, while the hedonic attribute of products can bring consumers a higher degree of satisfaction". Through qualitative analysis, Wei et al., (2023) improved customer satisfaction from the following four aspects: First, strengthen the training of employees to improve their professional quality and moral level; The second is to optimize the service process, strengthen the division of labor, reduce costs; The third is to strengthen the service mechanism,

supervise the service feedback system, form their own corporate culture and give practical commitments, do not let customers have too high expectations; The fourth is to change the specific way of marketing, using the charm of language, clever propaganda.

According to Mökander, et al., (2022), the reason why market surveillance can play an effective role is that enterprises perceive that violating regulations will bring unbearable costs. Chung, (2021) pointed out that because the development of the service industry with special industrial characteristics depends on the external environment, the establishment and continuous improvement of the social institutional environment is the most effective way to effectively improve the quality of the development of the service industry. Enterprise only conform to the provisions of the formal system, adopts the generally acceptable business practices easier to government support and consumers.

In the online transaction model based on institutional responsibility, the platform internal operation guarantee mechanism includes feedback evaluation system, payment guarantee system, branch certification mechanism and price, mechanism. According to the actual operation of the 020 food and beverage delivery platform, its business behavior will also be affected by the regional formal system, government supervision, platform image and social influence and other social institutional environment. When consumers take-away experience consumers will frequently interact directly with platform, platform behavior will the consumer experience for consumers trust and satisfaction, so the social institutional environment factors by acting on enterprise behavior will impact on customer trust and satisfaction.

For the customers of the delivery platform, the level of brand management responsibility of the delivery platform is positively related to its service quality. The higher the level of management responsibility of the delivery platform, the higher the service quality; The level of brand management responsibility of the delivery platform is positively correlated with customer satisfaction. The higher the level of management responsibility, the higher the customer satisfaction. Therefore, we can improve the service quality and customer satisfaction by improving the management responsibility level of the delivery platform and build a model to improve the service performance of the delivery platform.
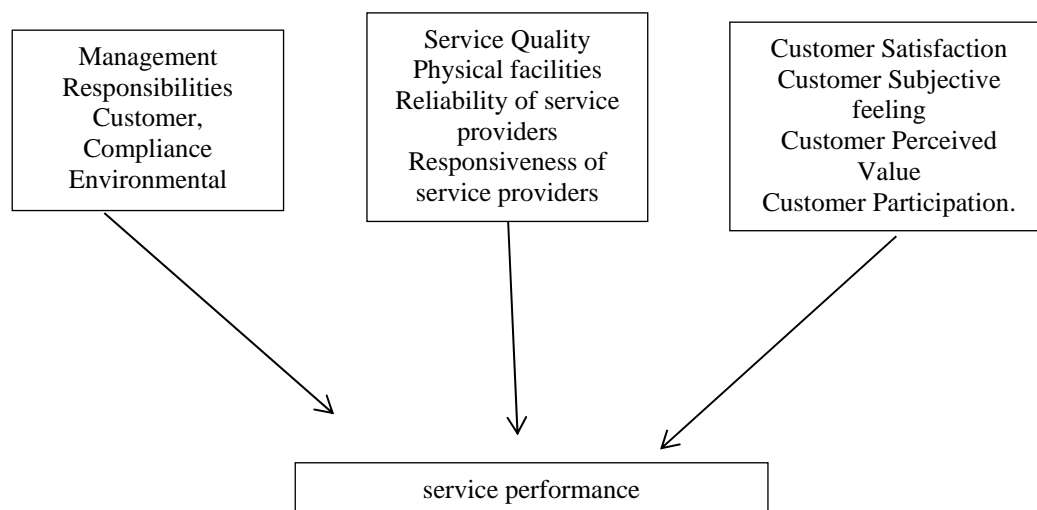

Figure 1. Improve Service Performance Framework

4. Conclusions and Recommendations

The respondents agreed on the management responsibilities in terms of customer, compliance and environmental. Since the respondents agreed it means that the delivery service has a good service quality in

terms of Physical facilities, reliability of service providers and responsiveness of provider. The respondents agreed that the customers are satisfied in terms of subjective feeling, customer perceived value and customer participation. There is a high positive significant correlation between the management of responsibilities, service quality, and customer satisfaction. Business performance improvement framework was developed. This study recommended that the delivery platform may strengthen distribution management norms and improve service soft power, which is the focus of Meituan delivery to improve service quality.

The delivery platform may track consumer evaluation and supervise the authenticity of food information provided by merchants. Merchant ratings should truly reflect the consumer experience. Take-out platform may develop the daily maintenance of distribution tools and thermostat standard to improve the delivery service, done for delivery staff equipped with unified clothing, thermostat, transportation and other equipment, and ask the delivery staff change clothes every day, on a regular basis, not regularly clean vehicles and temperature box, the discovery of transportation and the thermostat damage timely repair or replacement, From the external image, always maintain the best service experience to convey to consumers. The proposed framework can be verified to validate its functionality. Future studies can be done using other variables that is believed to help improve business performance.

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