


## The role of services mix and value-based benefits on customer switching intention: A study on online food delivery services platforms

Hizmet karması ve değer temelli faydaların müşterilerin firma değişim niyeti üzerindeki rolü: Çevrimiçi yemek teslimatı hizmeti platformları üzerine bir çalışma

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### Abstract

Increased mobile technology adoption, the convenience of one-click shopping using mobile apps, and the rise of the COVID-19 pandemic have shifted consumer preferences, habits, and priorities in their communication, transaction, and consumption processes. As a reflection of these changes, the growth of the online food delivery (OFD) market has gained tremendous momentum in the last couple of years. Unlike physical store retail services and non-food item delivery services, OFD services require adapting the retail service mix. This study aims to generate a holistic view of OFD service marketing by determining the role of adapted OFD service mix elements in shaping consumers' utilitarian and hedonic value perceptions regarding the service provided, which may influence consumers' satisfaction and switching intentions. The findings confirm the significant effect of OFD service mix elements, namely quality, convenience, and price factors, on consumers' utilitarian and hedonic value perceptions. Utilitarian value perceptions positively influence customer satisfaction with OFD services. On the other hand, results confirm no significant effect of hedonic value perceptions on customer satisfaction. Increasing customer satisfaction levels related to OFD services negatively affect consumers' switching intentions.

**Keywords:** Online Food Delivery, Service Marketing, Customer Satisfaction

**Jel Codes:** M30, M31, M37

### Öz

Artan mobil teknoloji kullanımı, mobil uygulamaları kullanarak tek tıkla alışveriş yapma kolaylığı ve COVID-19 salgınının yükselişi, iletişim, işlem ve tüketim süreçlerinde tüketici tercihlerini, alışkanlıklarını ve önceliklerini değiştirmiştir. Bu değişikliklerin bir yansıması olarak, çevrimiçi yemek teslimatı (OFD) pazarının büyümesi son birkaç yılda muazzam bir ivme kazanmıştır. Fiziksel mağaza perakende hizmetleri ve gıda dışı ürün teslimat hizmetleriyle karşılaştırıldığında, OFD hizmetleri perakende hizmet karmasının özel olarak uyarlanmasını gerektirmektedir. Bu çalışma, OFD hizmet karması öğelerinin, tüketicilerin memnuniyetlerini ve hizmet sağlayıcı değiştirme niyetlerini etkilemesi beklenen faydacı ve hedonik değer algılarını şekillendirmedeki rolünü belirleyerek, OFD hizmet pazarlamasına bütüncül bir bakış açısı oluşturmayı amaçlamaktadır. Araştırma bulguları, kalite, uygunluk ve fiyattan oluşan OFD hizmet karması unsurlarının, tüketicilerin faydacı ve hedonik değer algıları üzerindeki önemli etkisini doğrulamaktadır. Faydacı değer algıları, OFD hizmetlerine yönelik müşteri memnuniyetini olumlu yönde etkilemektedir. Diğer taraftan, hedonik değer algılarının müşteri memnuniyeti üzerinde anlamlı bir etkisi tespit edilememiştir. OFD hizmetlerine ilişkin müşteri memnuniyet düzeylerinin artması, tüketicilerin hizmet sağlayıcı değiştirme niyetlerini olumsuz yönde etkilemektedir.

**Anahtar Kelimeler:** Çevrimiçi Yemek Teslimatı, Hizmet Pazarlaması, Müşteri Memnuniyeti

**JEL Kodları:** M30, M31, M37

## Introduction

Radical changes in consumer preferences and consumption habits, which lead to major shifts in retail industry dynamics, require industry players to address these new dynamics and changes by adapting marketing strategies and programs to sustain their competitive power. One of these major changes in consumer preferences is the increasing tendency to employ online food delivery (OFD) services. The increasing popularity of online food delivery services among consumers is the increasing mobile technology adoption and the opportunity to access a wide range of choices in the online food delivery context. In essence, such services are a perfect combination of mobile technologies and the implementation of city logistics services, which have become a substitute for the self-service shopping model (Altay and Okumuş 2022).

The rise of the COVID-19 pandemic and the limitations of restaurant visits have accelerated the growth of OFD service users worldwide. Based on the statistics provided by Statista, the global OFD services market size is estimated to reach \$ 130 billion by the end of 2022 and continue to grow at an accelerated pace (Statista, 2022). Supported by the high demand levels and the rapid growth of the OFD market has given rise to alternative business models in this industry. Intermediary platform businesses, such as Uber Eats, Clickdelivery.com, Zomato, Deliveroo, Just Eat, Food Panda, Getir Yemek, and many others, are the products of this new trend. Turkey is amongst the countries which experienced rapid growth in the OFD market and the fast consumer adoption of such services. The number of players offering OFD services in the market has grown rapidly in the last few years. OFD service providers compete in the market, including Yemeksepeti, Getiryemek, Tıktagelsin, etc. The Turkish OFD market is expected to reach \$ 619 million by the end of 2022 (Statista, 2022).

OFD services are provided by two types of businesses: regular companies and platform businesses. Regular companies have established restaurant brands that provide OFD services to customers using their marketing, distribution, and transaction channels. Platform businesses are intermediaries providing consumers with a platform to access a wide range of food categories and restaurants and complete the order with a one-click process. Aggregators, which have existed globally for the last 15 years, are an intermediary that takes order through their digital platforms and forward it to restaurants to deliver order (Dsouza and Sharma, 2021). New delivery players are firms that take orders, collect them from restaurants, and deliver them in the name of the restaurants. Thus, smaller restaurants that do not have delivery services depend on these new delivery players (Yeo, Goh and Rezaei, 2017).

OFD service providers offer consumers an omnichannel experience using an online and offline mix of elements composed of physical product features and service channels. Unlike physical store retail and non-food item delivery services, OFD services require a different perspective and adaptation in implementing a retail service mix (Blut, Teller and Floh, 2018). A detailed analysis of related studies focusing on OFD services provides several conclusions. First, an adaptation of service marketing mix elements in the OFD services context is required and can fill the gap in the literature. Harrington et al. provided a similar adaptation of the service marketing mix in the context of quick-service restaurants (Harrington, Ottenbacher and Fauser, 2017). Second, the lack of studies that combine utilitarian and hedonic value-based benefits with the OFD service mix is required to have a holistic understanding of customer satisfaction and retention processes. Filling such gaps in the literature by adapting the service marketing mix into the OFD services context and consequently bridging the value-based benefits with OFD service mix will enhance the understanding and explanation of the marketing phenomena in this context. Theoretically, the study will shed light on an unexplored contextual dimension of the relationship between service marketing mix, value-based benefits and customer reactions. From a practical perspective, this will provide practitioners to formulate their marketing programs based on the explored dynamics in such services.

In light of these conclusions, this study aims to determine the service mix factors influencing consumers' utilitarian and hedonic value perceptions of OFD services and their effects on customer satisfaction and switching intentions. In the following section, the study's theoretical framework is explained in detail, and a literature review related to the service marketing mix, utilitarian and hedonic value concepts, customer satisfaction, and switching behaviour in the retail context is presented. Following the literature reviews of each construct, related hypotheses are proposed, and the conceptual research model is presented. The third section presents the research methodology, including the research design and operationalization of variables employed in the study. The fourth section summarizes the findings of the study. The discussion section is the final section of the study.

## Literature review

### Theoretical framework

The theoretical framework of this study is built on the interaction of the marketing mix paradigm, the expectancy disconfirmation paradigm and the expectancy-value theory. All paradigms and theories employed in the construction of the theoretical framework of this study are the main approaches in the literature successfully explaining the marketing phenomena in the related contexts.

Since its introduction under the managerial school of marketing and pioneered by scholars such as McCarthy (1960), Borden (1964), and later by Kotler (1967), the marketing mix paradigm and the associated 4Ps, product, price, promotion, and place, have dominated the practice in the field for several decades. The services marketing mix, an extension of the original 4Ps of marketing into the 7Ps as a services marketing mix, is applied in the study. Proposed by Oliver (1977), the expectancy disconfirmation paradigm is one of the most prominent theoretical frameworks explaining the dynamics of consumer satisfaction. The framework explains the formation of satisfaction levels based on comparing what consumers expect before purchasing products and services and what they experience at the end. Thus, the model suggests that consumers set a standard of expected qualities regarding the product or services, which in turn, these standards are employed by the consumer to evaluate the product or service performance. The model generates three main outputs as the result of the comparison process. The first one, confirmation, occurs when the product or service's performance meets expectations. When there is a mismatch between the consumer's standard expectations and final output, disconfirmation occurs. The disconfirmation is positive when the product or service's performance exceeds the initial standard expectations set by the consumer. On the other hand, the disconfirmation is negative when the actual performance experienced is lower than the initial expectations. In cases of confirmation or positive disconfirmation, the customer is satisfied with the product or service performance, while in cases of negative disconfirmation, the consumer becomes an unsatisfied customer. The theoretical framework of this study is also structured with the employment of the Expectancy-value theory. According to this theory, the decision of an individual to take action and related performance on this task is directly linked with the individual's expectation regarding the value gained from that particular task (Eccles and Wigfield, 2002). In the context of marketing, the theory explains the formation of judgements about a product or service as well as the motivation to take action, such as buying, based on the expectancy (beliefs regarding the likelihood of a desired outcome) and the value (attractiveness of an outcome) (Enping and Ying, 2022). Thus, the formation of motivation to take action, such as buying a product or service, depends on the strength of these two factors.

The model proposed in this study bridges the marketing mix paradigm, the expectancy disconfirmation paradigm and the expectancy-value theory in the context of OFD services. Based on this theoretical framework employed in the study, literature reviews on the services marketing mix, utilitarian and hedonic value concepts, customer satisfaction, and switching behaviour in the retail context are presented in the following sections.

### Service marketing mix and value-based benefits

The practice of marketing has been dominated for several decades by the marketing mix paradigm and associated 4Ps, product, price, promotion, and place, since its introduction by pioneering scholars such as McCarthy (1960), Borden (1964), and later by Kotler (1967). The product element in the 4Ps stands for anything that can be offered in the market to satisfy the needs and wants of consumers. Previous studies confirm the influence of product quality, variety, assortment, availability, and design on cognitive, affective, and conative dimensions of consumer behaviour (Cronin, Brady and Hult 2000; Berger, Draganska and Simonson, 2007; Simonson, 1999; Chernev, 2003; Landwehr, 2013). In the 4Ps, price is a special agent, as it is the only element directly influencing the company's bottom-line results. Studies confirm the significant effect of decisions related to price and how it is presented on consumer preferences and switching intentions (Keen, Wetzels and Ruyter and Feinberg, 2004; Abraham, 2018; Draganska, 2005). The third element of the traditional marketing mix is the promotion of offerings. In essence and broader terms, this is the company's marketing communication planning and activities. Marketing communication, particularly the strategic planning of integrated marketing communications, is important in developing strong brand equity and eventually generating competitive power for the company (Madhavaram, Badrinarayanan and McDonald, 2005; Kitchen, 2004). The fourth element in the 4Ps, place, represents the channels companies execute sales, deliver products, and service customers. Consumers use multiple channels while interacting with companies (Hickman, Kharouf and Sekhon, 2020). This last element is considered critical for the marketing mix. Successful marketing

channel strategies significantly influence companies' retail performance and competitive power (Wind and Mahajan, 2022; Jones, Miller, Griffis, Whipple and Voorhees, 2022; Li and Kannan, 2014).

When the 4Ps of the marketing mix were insufficient to explain the marketing phenomena in different retail contexts, particularly in service marketing with its complex and non-standardized structure (Helm and Gritsh, 2014; Krasnikov, Jayachandran and Kumar, 2009), three extensions were made to the traditional 4Ps of the marketing mix. The first extension, people, is one of the most critical elements in the service marketing mix because services require people to interact and communicate with customers. From this perspective, people in the service context may be the source of differentiation and competitive advantage and are regarded as a distinct element of the service marketing mix (Judd, 1987). The process's sixth "P" of the service marketing mix involves the design of transaction methods and flows to generate and deliver the value promised to target consumers effectively. Considering service businesses, customers may participate in the production of services (Grönroos, 2011). This may form their customer experience related to the services provided by the company, where inefficiencies in process design or poor service execution may result in customer dissatisfaction, frustration, and even churn of existing customers (Kushwaha and Agrawal, 2015). The final "P" of the service marketing mix, physical evidence, involves the service environment, which customers use to transform the intangible structure of the services into a tangible one to assess the quality (Zeithaml, Bitner, Gremler, and Pandit, 2008; Zeithaml and Bitner, 1996). The widespread adoption of Internet usage, e-commerce stores, and retail platforms have transformed the structure of physical evidence into three different fractions: pure physical evidence, pure digital evidence, and hybrid evidence. From this perspective, all physical touchpoints of consumers in their journey are considered pure physical evidence, all digital touchpoints are pure digital evidence, and all other versions, such as in online food delivery businesses, are hybrid evidence.

The conceptual and operational analysis of OFD services necessitates adapting certain elements of the service marketing mix. Place in the context of OFD services involves a digital ordering medium, such as mobile applications, and areas served by the company (Pogorelova, Yakhneeva, Agafonova and Prokubovskaya, 2016; Sieber, 2000). Process in the context of OFD services involves several criteria that define success, such as order delivery time, the effectiveness of the cancellation process, the accuracy of the order delivered to the customer and order tracking possibilities (Chiu, Tzeng and Li, 2013; Singh, 2019; Jalil, 2018). Physical evidence is another element that needs to be adapted to the OFD service context. It involves the aesthetics of mobile applications, the conditions of the equipment used in the delivery process, and the appearance of the courier delivering the products (Altay and Okumuş, 2022; Kaushik and Khare, 2020). In their study focusing on the effects of the COVID-19 pandemic on the marketing mix elements of online grocery delivery services, Altay, Okumuş, and Mercangöz (2022) provided a list of criteria to create a service marketing mix for on-demand grocery delivery services. Harrington, Ottenbacher, and Fauser (2017) focused on the effect of service marketing mix elements on the brand value of quick service restaurants and transformed the traditional 7Ps of service marketing mix into a 3-dimensional mix composed of quality, convenience, and price components. In their study, the quality dimension is associated with the product, people, and physical evidence components, the convenience dimension includes place and process components, and the price dimension covers the price component of the 7Ps.

One of the key sources of competitive power and advantage is the generation and delivery of superior value to consumers. Thus, companies organize the value-creation process to maximize consumers' value perception in the consumption process (Harrington, Ottenbacher and Fauser, 2017; Spiteri and Dion, 2004). Customer value is the building block of service activity in the service marketing context, which, if generated and delivered effectively, can become a critical factor for the company's success (Zeithaml and Berry, 1996; Holbrook, 1994). A review of the retail marketing literature shows that the concept of value can be determined through the consumers' perception of the value received and through the companies' value creation and appropriation processes (Landroque, Castro and Cepeda-Carrion, 2013). Consumers perceive the level of value received by employing a trade-off mechanism to calculate the benefits and sacrifices associated with their company-specific relationship. These benefits are regarded as qualities that come with the products and services provided, while sacrifices are regarded as the monetary and effort-based terms devoted to the consumption process in exchange for those qualities (Zeithaml, 1988; Kim, Chan and Gupta, 2007; Kerin, Jain and Howard, 1992; Chang and Wildt, 1994; Ranganathan and Grandon, 2022). From a theoretical perspective, the axiology theory proposed by Hartman (1967) implements a multidimensional approach to explain the value concept. It proposes a three-dimensional model composed of extrinsic, intrinsic and systemic values. Based on the axiology theory, extrinsic value includes the utilitarian qualities generated by using the product or service to solve a problem. In contrast, intrinsic value includes the emotional effects of this solution

provided. Thus, in the light of the axiology theory, extrinsic value components include but are not limited to perceived convenience and offering quality. On the other hand, intrinsic value components mainly comprise emotional aspects such as appreciation related to the consumption experience. The third component of the axiology model of value is the systemic value, which reflects the rational base of the overall evaluation, such as comparing costs and benefits associated with the consumption experience.

In light of the axiology theory, it is believed that the benefits which attract consumers can be categorized into utilitarian and hedonic value perceptions. These perception categories are the principal components of overall value perception in the OFD services context (Chen, Liang, Liao and Kuo, 2020). Thus, consumers evaluate products or services based on the instrumentality dimension, including usefulness and benefits provided, that generate utilitarian value perception. Furthermore, the emotional dimension, including the pleasure experienced, generates hedonic value perceptions (Batra and Ahtola, 1990). According to Holbrook and Hirschman (1982), hedonic consumption and, consequently, the hedonic value as its output is related to the product experience's emotional aspects. Kuikka and Laukkanen (2012) provide chocolate as an example of a product with a hedonic value generally consumed due to hedonic motivations.

Relevant studies focusing on the service mix's quality and convenience effects on consumers' perceived value reported significant effects in different contexts. Garcia-Fernandez, Galvez-Ruiz, Fernandez-Gavira, Velez-Colon, Pitts, and Bernal-Garcia (2018) focused on the impact of service quality and convenience on consumers' perceived value in a fitness centre context. They reported these elements' positive and significant effects on the perceived value level. Chen and Hu (2010) focused on the effect of service quality on perceived customer value in the coffee outlet context. They reported a significant impact of quality perceptions on perceived customer value. Additionally, Wang and Wang (2010) focused on identifying the determinants of mobile application usage in the hospitality industry's reservation services. They reported that quality-based benefits determine perceived utilitarian and hedonic values. Teichert, Rezaei and Correa (2020) focused on exploring the semantic core benefits and basic and augmented product features in the fast food delivery context by applying Kotler and Armstrong's model of service mix (2014). Employing text mining methodology on web-based e-wom data, the authors identified eleven semantic core words (core benefit level), including food, delay, delivery, and service words. In addition to the core benefit level, authors reported product and brand satisfaction-related words at the actual product level and service handling and payment process-related words at the augmented product level. All the study findings at the core benefit, actual and augmented product levels directly relate to the service marketing mix and quality component. In another study investigating the impact of traffic conditions on the performance indicators of OFD services, Correa, Garzón, Brooker, Sakarkar, Carranza, Yunado, and Rincón (2019) employed Google Maps API to measure this effect. In analysing routes between OFD service providers and customers, authors reported no effects of traffic conditions on the transaction volumes and delivery time fulfilment in practice. However, early deliveries are reported to generate more customer comments related to the OFD service provided, which indicates service quality assessment.

In light of the axiology theory of value, the conceptual framework presented, as well as the relevant findings in the literature, it is believed that qualities such as perceived convenience experienced regarding the use of OFD services and the overall perceived quality related to the service provided will affect the level of perceived utilitarian value. In addition, as the intrinsic value reflects the emotional aspect of the value perception, it is also believed that perceived convenience and perceived quality will affect the level of appreciation regarding the overall consumption experience, which is directly related to the hedonic value perceptions. Thus, we propose the following hypotheses regarding the role of the two dimensions of the service marketing mix in shaping consumers' utilitarian and hedonic value perceptions in the OFD service context:

**H<sub>1</sub>:** *A higher level of perceived quality leads to higher perceived utilitarian value.*

**H<sub>2</sub>:** *A higher level of perceived quality leads to higher perceived hedonic value.*

**H<sub>3</sub>:** *A higher level of perceived convenience leads to higher perceived hedonic value.*

**H<sub>4</sub>:** *A higher level of perceived convenience leads to higher perceived utilitarian value.*

The exchange paradigm in marketing explains market behaviour as a value exchange system between the parties Bagozzi (1975). The values in this exchange process are calculated by the exchanging parties based on the benefits and sacrifices generated through the exchange transaction. Thaler (1985) explains the relationship between price and perceived value by employing cognitive psychology and microeconomic theory. In this perspective, the author argues that consumers are involved in mental

accounting in purchase situations and compare perceived benefits and the actual price of the offering to calculate the value. Thus, the author employs cognitive psychology and microeconomic theory to underline a relationship between different value components, including practical or emotional benefits and the price of the offering. Parallel to studies measuring the effect of perceived quality and convenience dimensions of the service mix on perceived value, studies focusing on price dimension also report significant effects on consumers' value perceptions. Wang and Wang (2010) measured the effects of perceived sacrifices of perceived fee, technological effort, and perceived risk on value perceptions and reported significant effects of perceived fee and technological efforts. Similarly, Chang and Wildt (1994) measured the effect of monetary and non-monetary factors on consumers' purchase intentions and reported a significant effect of perceived price and quality on perceived value. Agarwal and Teas (2001) measured the effects of risk perceptions on the relationship between perceived sacrifice. They perceived quality on perceived value and reported a significant effect of perceived sacrifices on perceived value.

In light of the exchange paradigm, cognitive psychology and microeconomic theory, and the relevant findings in the literature, it is believed that both practical and emotional value generated through an offering is contingent on the sacrifices generated through the actual price of the offering. Thus, we propose the following hypotheses concerning the role of the price dimension of the service marketing mix in shaping consumers' utilitarian and hedonic value perceptions in the OFD service context:

*H<sub>5</sub>: A higher level of perceived price leads to a lower perceived utilitarian value.*

*H<sub>6</sub>: A higher level of perceived price leads to a lower level of perceived hedonic value.*

### **Value-based benefits, customer satisfaction and switching intentions**

The overall satisfaction of customers in the service industry is regarded as one of the most critical factors shaping consumer behaviour in different contexts, including retail. In the retail services context, the primary target of service companies is to satisfy the needs of consumers (Machleit and Mantel, 2001). Studies focusing on customer satisfaction have provided several definitions with common ground. Kotler (2000) defined customer satisfaction as feelings generated by comparing a product's performance after usage with the initial performance expectations of the same product. Thus, this comparison leads customers to generate cognitive and affective reactions that constitute the basis of customer satisfaction (Hu, Kandampully and Juwaheer, 2009). The reaction of consumers that occurs because of a single transaction is regarded as transaction-based satisfaction, while satisfaction composed of several factors dependent on repeat purchases leads to cumulative satisfaction (Chang, Wang and Yang, 2009; Shankar, Smith and Rangaswamy, 2003). Cumulative satisfaction is the totality of transaction-based satisfaction derived from previous experiences, and it is more impactful than a single transaction-based satisfaction.

The intrinsic and extrinsic values employed in the axiology theory proposed by Hartman (1967) have positive or negative inclinations depending on the performance of the offering. Regarding extrinsic values, evaluating practical benefits such as convenience and service quality may have good or poor results. Similarly, in terms of intrinsic values, positive or negative feelings may arise due to the total experience perceived. Thus, extrinsic values in the form of practical values and intrinsic values in the form of hedonic values may directly affect satisfaction.

The marketing literature includes many studies that focus on the antecedents of customer satisfaction in the service contexts. As confirmed by previous studies, perceived value is a key antecedent of customer satisfaction (Tam, 1999). The adoption of axiology theory by Danaher and Mattsson (1994) confirmed the role of extrinsic and intrinsic values on the formation of satisfaction levels for consumers. McDougall and Levesque (2000) measured the effects of service quality and perceived value on customer satisfaction and future purchase intentions. They reported the positive effect of perceived value on satisfaction and future intentions. Similarly, Eggert and Ulaga (2002) focused on the role of perceived value on customer satisfaction and the conative dimensions of consumer behaviour. They reported the positive effect of perceived value on customer satisfaction. In their research study measuring the effects of hedonic and utilitarian values on customer satisfaction, Lee and Kim (2018) reported the positive effects of utilitarian and hedonic values on customer satisfaction with Airbnb services. Ryu, Han, and Jang (2010) measured the effects of utilitarian and hedonic values on fast-casual restaurant services and reported significant and positive effects of both value types on the satisfaction of restaurant consumers.

In light of the axiology theory, the expectancy disconfirmation paradigm, the expectancy-value theory, and the relevant findings in the literature, it is believed that both practical and emotional values play a direct role in forming satisfaction levels. Thus, we propose the following hypothesis concerning the effect of utilitarian and hedonic values on customer satisfaction in the OFD services context:

*H<sub>7</sub>: A higher level of perceived utilitarian value leads to higher customer satisfaction.*

*H<sub>8</sub>: A Higher level of perceived hedonic value leads to higher customer satisfaction.*

Customer satisfaction is one of the most critical factors that influence companies' customer retention performance. When considering the service industry's unique characteristics, satisfaction's role in customer retention becomes more important. Studies on marketing covering many different industries and contexts show that when customers are satisfied with their product or service experience, this leads to repeat purchases, loyalty, and positive word-of-mouth (Mittal and Kamakura, 2001; Patterson and Spreng, 1997). However, when consumers are unsatisfied with their experiences, they may switch to other companies, which eventually negatively influences the company's market performance and bottom-line results (Wangenheim and Bayón 2007). In the service industry, customer switching can be defined as the desire to replace the current service provider with a new one, which implies that it is a competitor (Keaveney, 1995). The cost of replacing a churned customer with a new one from a competitor increases rapidly because of the competitive landscape and is higher than the cost of retaining customers. Thus, service providers try to increase their retention rate by preventing customer switching (Sambandam, R. and Lord, 1995).

Current marketing and consumer behaviour literature studies have developed a strong causal link between customer satisfaction and switching behaviour. Studies focusing on the role of customer satisfaction in the switching intention and actual switching behaviour of consumers in different industries and contexts reported significant negative direct and indirect effects of customer satisfaction on switching intentions and behaviours. Han, Kim, and Hyun's (2011) study measured the effect of customer satisfaction on switching intentions in the hospitality industry and reported that satisfaction mediates the relationship between service performance and customer switching intentions. In their study on the banking industry, Manrai and Manrai (2007) measured the direct effect of customer satisfaction on the switching intentions of bank clients. They reported a significant negative effect of customer satisfaction on switching intentions. Calvo-Porrá and Levy-Mangin (2015) focused on the causal relationship between customer satisfaction and switching behaviour in the mobile services industry. The results of their study confirmed the significant negative effect of customer service satisfaction on switching behaviour. Additionally, Chang, Liu, and Chen (2014) measured the effect of pull and push factors on customer switching intention in a social networking context and reported a significant and strong effect of customer satisfaction on the switching intentions of users. Similarly, Bansal and Taylor (1997) reported a significant effect of satisfaction on customers' switching intentions in a service context. Therefore, we propose the following hypotheses related to the effect of customer satisfaction on the switching intention of consumers in the OFD services context:

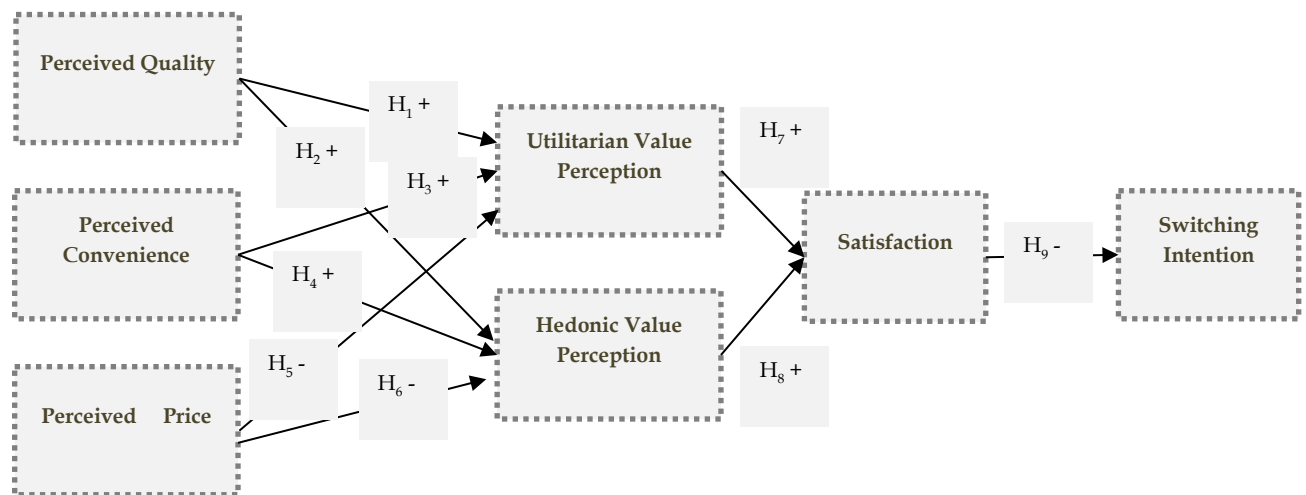
*H<sub>9</sub>: A higher level of customer satisfaction leads to lower switching intention.*

Table 1 shows the hypotheses proposed in light of the conceptual framework and literature review.

The theoretical model and associated hypotheses are presented in Fig 1.

**Table 1:** Proposed Hypothesis

No	Content and Direction
1	A higher perceived quality leads to a higher perceived utilitarian value.
2	A higher perceived quality leads to a higher perceived hedonic value.
3	A higher perceived convenience leads to a higher perceived utilitarian value.
4	A higher perceived convenience leads to a higher perceived hedonic value.
5	A higher perceived price leads to a lower perceived utilitarian value.
6	A higher perceived price leads to a lower perceived hedonic value.
7	A higher perceived utilitarian value leads to a higher level of customer satisfaction.
8	A higher perceived hedonic value leads to a higher level of customer satisfaction.
9	A higher level of customer satisfaction leads to lower switching intentions.



**Fig 1:** Theoretical Model and Hypothesis Proposed

## Research methodology

### Research design

This study measures the effects of service mix and value-based benefits on customer satisfaction, which are proposed to eventually affect switching intentions in the OFD service context. The participants evaluated the three largest Turkish OFD platforms (Platforms A, B, and C). The study participants were citizens of the three largest cities in Turkey, Istanbul, Ankara, and İzmir, who regularly used OFD services in the last 12 months. Participants were recruited using convenience sampling among the university students in these three large cities. Convenience sampling involves collecting data through conveniently available populations, such as a university or shopping mall participants, who can be reached quickly and easily. The reason for selecting university students as the participant of this study is their heavy usage of such services in the three large cities of Turkey. This research received no specific grant from funding agencies in the public, commercial, or not-for-profit sectors. The study was approved by the Ethics Committee of Istanbul Okan University (155/25.05.2022). Participants were informed in the beginning part of the questionnaire about the purpose of the study, and all questionnaires were anonymous without the names of the participants. Thus, no participant provided names and surnames in this study. A small group of 12 participants first validated the questionnaires to confirm the face validity and then distributed them using online forms. After excluding questionnaires due to non-response errors, 401 valid questionnaires were included in the analysis. The distribution of participants with valid questionnaires based on the platform they used and their gender is presented in Table 2.

**Table 2:** Distribution of Participants

Gender/Platform	Platform A		Platform B		Platform C		Total	
Male	106	42%	93	37%	53	21%	252	63%
Female	57	38%	61	41%	31	21%	149	37%
<b>Total</b>	<b>163</b>	<b>41%</b>	<b>154</b>	<b>38%</b>	<b>84</b>	<b>21%</b>	<b>401</b>	<b>100%</b>

Following the collection of questionnaires, we confirmed the validity and reliability of the scales employed to measure the variables in the model using confirmatory factor analysis. The hypothesis proposed in the research model was supported by employing structural equation modelling (SEM) using IBM SPSS V28 and IBM SPSS AMOS V28 software.

### Operationalization of variables

The scales employed to measure the variables in the research model were adopted from existing marketing literature. The service mix of perceived quality, perceived convenience, and perceived price components were borrowed from Harrington, Ottenbacher, and Fauser's (2017) study of quick-service restaurants. The quality component of the scale is composed of five statements measuring perceptions of quality performance in terms of product, staff, and physical facility-related criteria. The service mix dimensions of product, staff, and physical evidence are measured under this component. The



convenience component of the scale is composed of three statements measuring the consumer's perception of the user experience related to facilities and the ordering process. The service mix dimensions of place and process are measured under this component. Finally, the price component of the scale is composed of two statements measuring consumers' perceptions regarding the monetary sacrifices made in exchange for the products and services of quick-service restaurants. The service mix dimension of price is measured under this component. The authors confirmed the construct validity and reliability of the scale. In this study, some statements of the scale were adopted in the OFD service context.

The second group of variables employed in the research model was value-based benefits, composed of utilitarian and hedonic values. Voss, Spangenberg, and Grohmann's (2003) study adopted the practical value variable. It comprises five items with a seven-point semantic differential scale, which measures the consumers' perception of the brand and product from the perspectives of effectiveness, functionality, supportiveness, necessity, and practicality. The authors confirmed the construct and criterion validity and the reliability of the developed scale. The second variable, hedonic value, was adopted from Yeo, Goh, and Rezaei's (2017) study. It is composed of three items on a five-point Likert-type scale measuring consumers' perception from the erasure of positive feelings perspectives, such as entertainment and fun, in the OFD services context. The authors confirmed the construct validity and reliability of the scale. The customer satisfaction variable was adopted from O' Cass and Ngo's (2011), who employed a three-item, seven-point Likert-type scale measuring the perception of managers related to the eligibility of the company to satisfy their customers. The authors confirmed the construct validity and reliability of the scale. For this study, the scale items were adapted to reflect consumer perceptions regarding OFD service performance. The switching intention scale was adopted by Bansal, Taylor, and James (2005), who used the scale of behavioural intention developed by Oliver and Swan (1989). The scale was composed of three bipolar items, and the authors reported its construct validity and reliability. For this study, all scale items were converted into a five-point Likert-type scale and translated into Turkish. The operationalized variables and scale items are listed in Table 3.

**Table 3:** Operationalized Variables and Scale Items

Variables	Scale Items
Perceived Quality	The products of OFD service are very tasty and fresh
	The OFD service staff is very competent.
	The OFD service staff is very friendly.
	The OFD service standards are very high.
Perceived Convenience	The OFD service experience is very pleasant.
	The OFD service is very easy to reach through a mobile app.
	The OFD service ordering process is very easy.
Perceived Price	The OFD service delivery is very fast.
	Menu prices of the OFD service are low.
Utilitarian Value Perception	Menu prices of the OFD service are very competitive.
	I strongly believe that OFD services are very effective.
	I strongly believe that OFD services are very helpful.
	I strongly believe that OFD services are very functional.
	I strongly believe that OFD services are very necessary.
Hedonic Value Perception	I strongly believe that OFD services are very practical.
	Using OFD services is fun.
	Using online OFD services is enjoyable.
Satisfaction	Using OFD services is very entertaining.
	My preferences are satisfied by the OFD service.
	The OFD service delivers exactly what I want.
Switching Intention	The OFD service performance exceeds my expectations.
	I will likely switch from the current OFD service.
	I will probably switch from the current OFD service.
	There is a high chance of switching from the current OFD service.

### Validity and reliability checks

A confirmatory factor analysis (CFA) and a sequence of computations were conducted to confirm construct validity, particularly convergent validity and reliability. Perceived quality, perceived convenience, perceived price, utilitarian value perception, hedonic value perception, satisfaction, and switching intention variables were included in the analysis. Construct validity was tested by computing the variables' fit indices and intra-factor loadings. The CFA results confirmed the structural model's fit by reporting satisfactory fit indices. The likelihood ratio chi-square test level, below the threshold value of 3 ( $\chi^2/DF = 2.524$ ), confirmed the fit between the original and acquired models. In addition to the likelihood ratio, the computation of other fit indices, such as comparative fit index (CFI) = 0.967, normed fit index (NFI) = 0.947, relative fit index (RFI) = 0.937, incremental fit index (IFI) = 0.968, and root mean square error approximation (RMSEA) = 0.062, also generated satisfactory value levels within the ranges and thresholds reported in the literature (Bagozzi and Yi, 1990; Baumgartner and Homburg, 1996). The computation of the intra-factor loadings generated values above 0.5, confirming that there is no need to make adjustments in the factor items. The factor loadings of the scale items are summarized in Table 4.

**Table 4:** Factor Loading of Scale Items

Scale	Items	Standardized Factor Loads	Unstandardized Factor Loads
Perceived Quality	QUA1	0.915	0.760
	QUA2	0.973	1.044
	QUA3	1.001	1.174
	QUA4	0.848	1.049
	QUA5	0.815	1.000
Perceived Convenience	CON1	0.961	0.921
	CON2	1.000	1.002
	CON3	0.998	1.000
Perceived Price	PRC1	0.749	0.581
	PRC2	0.983	1.000
Utilitarian Value Perception	UTI1	0.817	0.909
	UTI2	0.902	1.157
	UTI3	0.847	0.991
	UTI4	0.726	0.852
	UTI5	0.871	1.000
Hedonic Value Perception	HED1	0.724	0.881
	HED2	0.798	1.057
	HED3	0.747	1.000
Satisfaction	SAT1	0.935	1.094
	SAT2	0.841	0.879
	SAT3	0.881	1.000
Customer Switching	SWI1	0.908	1.017
	SWI2	0.867	1.001
	SWI3	0.878	1.000

p<0.01 for all items

A series of additional computations were conducted to confirm the scales' convergent validity, discriminant validity, composite reliability, and internal reliability. The computation of average variance extracted (AVE) scores for each scale confirmed convergent validity because they yielded scores above 0.5 as the minimum level recommended in the literature (Byrne, 2010). The computation of the square roots for each AVE score confirmed the discriminant validity of each construct because no single correlation score between constructs was above the square root of the AVE score calculated for each construct. In addition to convergent and discriminant validity checks, all reliabilities of the scales employed were checked through computations of composite reliabilities and internal reliability scores. Compounding composite reliability scores generated results above 0.6 level, and all Cronbach's alpha scores, representing the internal reliability of each variable, were above 0.7. The computed composite and reliability scores were above the minimum levels recommended in the relevant literature (Fornell and Larcker, 1981). The results of convergent validity and composite and internal reliability computations are presented in Table 5.

**Table 5:** Validity and Reliability Checks

Dimensions	1	2	3	4	5	6	7
Quality	(.913)						
Convenience	0.328**	(.986)					
Price	0.104***	0.172**	(.713)				
Utilitarian Value	0.405**	0.506**	-0.291**	(.835)			
Hedonic Value	0.277**	0.400**	-0.201**	0.476**	(.757)		
Satisfaction	0.106**	-0.051	-0.041	0.197**	0.152***	(.887)	
Switching Intention	0.019	0.162**	-0.139**	0.064	0.023	0.481**	(.884)
Composite Reliability	.961	.991	.671	.920	.801	.917	.915
AVE Scores	.834	.973	.509	.697	.573	.786	.782
Cronbach $\alpha$	.960	.991	.830	.918	.799	.916	.915

\*Correlation is significant at the .01 level (2-tailed).

\*\*Diagonals show the square roots of AVE scores.

## Results

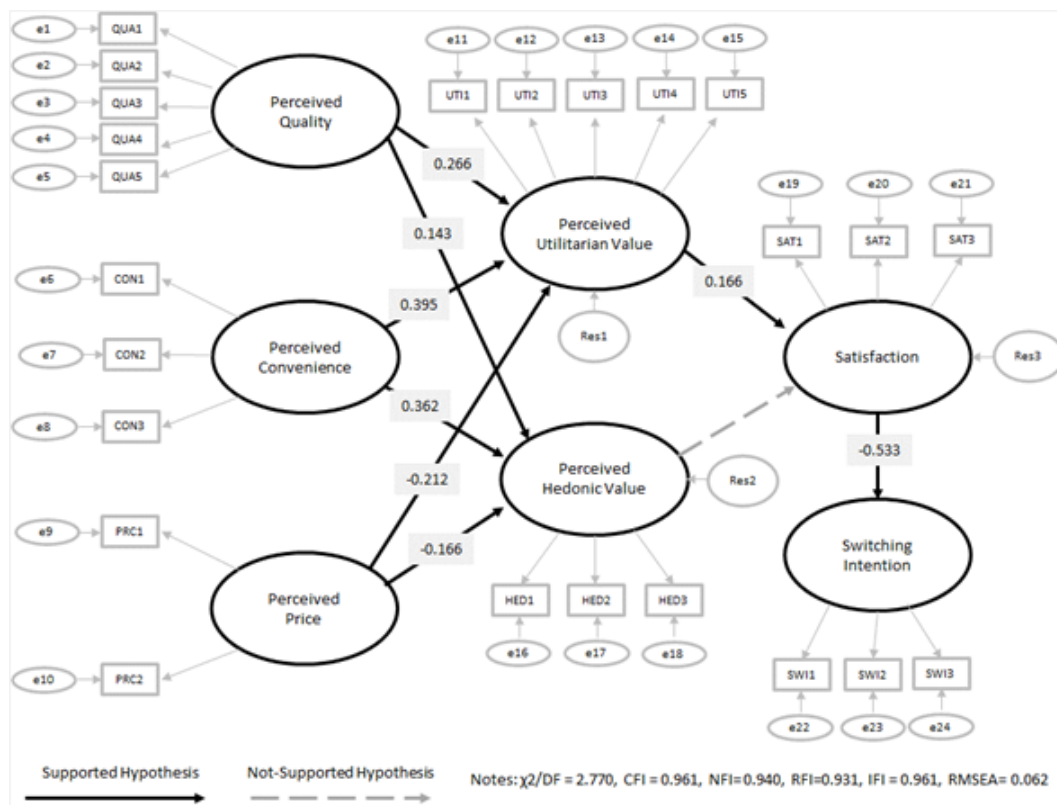
The proposed hypotheses were tested using the maximum likelihood estimation method, as the primary estimation methodology, under covariance-based SEM. The structural model was tested by computing the goodness-of-fit indices. The computation of the goodness-of-fit indices yielded satisfactory scores, including likelihood ratio chi-square ( $\chi^2/DF = 2.770$ ), CFI=0.961, NFI=0.940, RFI=0.931, IFI=0.961, and RMSEA= 0.067, as suggested in the relevant literature (Bansal et al. 2005; Oliver and Swan, 1989).

The analysis resulted in the acceptance and rejection of certain proposed hypotheses. First, the perceived quality component of the service mix was found to have a significant and positive effect on the utilitarian and hedonic value perceptions of consumers who use OFD services. In light of these findings, H1 and H2 were supported. Similarly, the perceived convenience dimension of the service mix was found to have a significant and positive effect on the utilitarian and hedonic value perceptions of OFD service users. Thus, H3 and H4 were supported. The perceived price dimension of the service mix was found to have a significant and negative effect on the utilitarian and hedonic value perceptions of consumers who use OFD services. In light of these findings, H5 and H6 were supported. The effect of the practical value perception of consumers on their OFD service satisfaction confirmed a significant and positive effect. However, testing the effect of hedonic value perceptions on OFD service user satisfaction did not produce any significant results. Thus, H7 was supported, and H8 was not supported. Finally, OFD service satisfaction was found to have a significant and negative effect on switching intention, implying that H9 was supported. The results of the proposed hypotheses, including their direction of effect and magnitude, are presented in Table 6, and a graphical representation of these results is presented in Fig 2.

**Table 6:** Results of Hypothesis Testing

Relationships	Standardized Coefficients	Unstandardized Coefficients	Result
Quality → Utilitarian Value	0.266**	0.165**	Supported
Quality → Hedonic Value	0.143*	0.107*	Supported
Convenience → Utilitarian Value	0.395**	0.246**	Supported
Convenience → Hedonic Value	0.362**	0.271**	Supported
Price → Utilitarian Value	-0.212**	-0.179**	Supported
Price → Hedonic Value	-0.166*	-0.168*	Supported
Utilitarian Value → Satisfaction	0.166*	0.207*	Supported
Hedonic Value → Satisfaction	0.054	0.055	Not Supported
Satisfaction → Switching Intention	-0.533**	-0.649**	Supported

\*\*Significant at the 0.01 level \* Significant at the 0.05 level



**Fig 2:** Results of the SEM

## Discussion

This study aims to determine the service mix factors influencing consumers' utilitarian and hedonic value perceptions of OFD services and their effects on customer satisfaction and switching intentions. The findings of this study confirm three important perceptual antecedents of consumers' utilitarian and hedonic value perceptions. First, perceived quality and convenience regarding OFD services significantly and positively affect utilitarian and hedonic value perceptions. These findings are consistent with those of related studies measuring the effect of service quality and convenience on perceived value and confirm the findings of Garcia-Fernandez (2018), Chen and Hu (2010), and Wang and Wang (2010). Perceived price regarding OFD services significantly negatively affects utilitarian and hedonic value perceptions. This finding is also consistent with relevant studies and confirms the findings of Chang and Wildt (1994), Wang and Wang (2010), and Agarwal and Teas (2001). Furthermore, this study shows a positive and significant effect of practical value on the satisfaction levels of OFD service users. Previous studies conducted by McDougall and Levesque (2000), Eggert and Ulaga (2002), Lee and Kim (2018), and Ryu, Han, and Jang (2010) reported a positive and significant effect of practical value on customer satisfaction. Contrary to the findings of previous studies, including those conducted by Lee and Kim (2018) and Ryu, Han, and Jang (2010), the results of this study regarding the effect of hedonic value on customer satisfaction yield no significant results. Finally, satisfaction with OFD services negatively affects consumers' switching intentions, which is similar to the findings reported by the studies of Han, Kim, and Hyun (2011), Manrai and Manrai (2007), Calvo-Porrall and Levy-Mangin (2015), Chang, Liu, and Chen (2014), and Bansal and Taylor (2014).

## Theoretical and practical implications

This study sheds light on an unexplored area in the OFD service context by determining the antecedents of value generation and the effects of value perceptions on OFD service satisfaction and customer switching intentions. Moreover, this study contributes to the literature by adopting a service marketing mix in the OFD services context.

Overall, the findings of this study confirm the findings of the studies conducted in different contexts. A general conclusion reflecting these findings can be structured on the ground of the value concept. To generate sustainable value for consumers, OFD service providers should focus on three key antecedents: perceived quality, convenience, and price of their services. Regarding perceived quality, OFD service providers must improve their overall service experience by investing in the products offered, taste,

freshness, and service standards. Regarding perceived convenience, the total ordering experience through the user experience provided in mobile apps, ease of ordering, and delivery performance should be improved continuously. The value for money perceived by OFD service users is a key determinant of value perceptions. As the cost side of the value equation is critical for OFD service users, OFD service providers have little space to adjust prices owing to margin pressures. Thus, benefits should be leveraged to balance the negative effect of the perceived price on value perceptions. Accordingly, OFD service providers who articulate and differentiate their benefits in their value proposition can optimize the value equation. Finally, stronger perceptions of OFD service quality and convenience support the benefits of the value equation, which neutralizes the negative effect of perceived price level on utilitarian and hedonic value perceptions. Stronger utilitarian value perceptions lead to OFD service satisfaction and consequently prevent the churn of OFD customers by decreasing their intention to switch to another OFD service provider.

Future studies can be conducted to explore the moderating and mediating effects of various factors, such as consumer rating performance and social media feedback regarding OFD services, on the effects of the three antecedents, perceived quality, perceived convenience, and perceived price-on value perceptions. Furthermore, few studies focus on the OFD service experience. Thus, studies that focus on developing an OFD service experience scale and measuring the OFD service experience on the conative dimensions of consumer behaviour may be regarded as a strong contribution to the literature.

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The authors have no conflict of interest to declare.

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**Author Contributions:**

Idea/Concept/Design: **E.G.S., İ.U., and H.Ö.**, Data Collection and/or Processing: **E.G.S., İ.U.**, Analysis and/or Interpretation: **E.G.S** Literature Review: **E.G.S., İ.U., and H.Ö.**, Writing the Article: **E.G.S., İ.U., and H.Ö.** Critical Review: **EGS**, Approval: **İ.U., and H.Ö**

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