An Analysis of M-Customer Satisfaction Drivers with Kano's Model

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Süleyman Barutçu
Pamukkale University
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Ali Alper Akgün
Pamukkale University
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Hicran Aydın
Pamukkale University
4 PUBLICATIONS **3** CITATIONS

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An Analysis of M-Customer Satisfaction Drivers with Kano's Model

Süleyman Barutçu[*], Ali Alper Akgün[**] and Hicran Utkun Dinçer Aydin[***]

Understanding customer's wants/needs/desires/expectations/preferences and converting them to quality specifications is important in the business world. Kano Model is one of the valuable tools in order to understand and categorize them, and guide products and services designers. This study analyzes an integrative structure of Kano's model applied to m-store design and development. This research results allow m-store designers to conclude the point to which they can place in order design requirements to increase m-customer satisfaction by concentrating on the m-store design requirements that satisfy m-customers. The findings of the descriptive research containing 245 students who attend at Pamukkale University are represented. According to Kano analysis, one-dimensional and indifferent requirements for m-store design were determined according to Kano analysis,

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1. Introduction

Mobile communication systems and mobile (smart) phones made a revolution generally in marketing and particularly in shopping, advertising and retailing. Shopping on the mobile phone has some advantages to m-customers, and they provide competitive advantage for mobile retailers (m-retailers). In order to acquire advantages, m-retailers should increase m-customer satisfaction, because it is accepted as one of the key influence in m-customers' future purchase intentions and decisions, and known as one of the indicators of the m-stores' future profits in m-commerce. M-customers who are not totally satisfied might not pay for a product and service from m-store, in case of they have a choice of shopping somewhere else. Consequently, determining the key drivers of m-customer satisfaction is increasingly drawing the attention of academic researchers and m-store managers, because m-customers' willingness to shop from m-store is impressed by the drivers of m-customer satisfaction.

There are some charecteristics that affect m-customer satisfaction as convenience, usability, reciprocity, entertainment, appearance, accessibility, customization, interaction, privacy, security, trust, information quality, mobility and perceived price level. M-retailers should offer not only good quality and price but also effective m-store applications, because a successful m-store design positively affects m-marketing and m-shopping behaviours, and m-store design increases the willingness of m-customer to shop from m-stores.

The m-shopping applications should be designed to satisfy the m-customers wants and wishes. The key point is how to convert voices of m-customers into design characteristics. In this study, the Kano Model will be used to prioritize the drivers of m-customer

[*] Professor, Pamukkale University, FEAS, Department of Business Management, Denizli, Turkey
[**] Lecturer, Pamukkale University, BVS, Department of Marketing, Bekilli, Denizli, Turkey
[***] Lecturer, Pamukkale University, BVS, Department of Public Relations, Bekilli, Denizli, Turkey

satisfaction, analyze their needs/wants and transfer them into the right design characteristics of m-stores in order to increase m-customer satisfaction.

The study consists of two main parts; literature review of mobile revolutation, mobile marketing and Kano Model, and Kano analysis performed to determine the effect of m-customer satisfaction drivers. According to Kano Model analysis, Kano evaluation table, Kano model questionnaire results, customer satisfaction coefficient for mobile shopping applications, managerial implications and recommendations are given.

2. Mobile Revolution in Business and Marketing

Advances in the Internet and mobile communication technologies are not only offering new commercial channels to companies but also significantly influencing the way in which companies conduct their businesses and marketing activities. These new advanced technologies have emotional impacts towards everything from lifestyle to business. In parallel with the Internet, mobile communication and 4G technologies have emerged to play an important role in business and especially in marketing. In the literature, in front of concepts related to mobile communications are put an "m". Therefore, m-marketing, m-commerce, m-retailer, m-store, m-customer and m-customer satisfaction etc. are preferred instead of mobile marketing, mobile commerce, mobile retailer, mobile store, mobile customer and mobile customer satisfaction etc.

One of the marketers' desires is to be able to interconnect with potential customers and to contact them anywhere and anytime. M-phone made a revolutionary contribution to fulfilling the anywhere and anytime connectivity marketers' wishes (Barutçu, 2007; Barutçu 2008). The forces supporting the emergence of m-commerce can be shortened as (1) proliferation of mobile devices, (2) convergence of mobile telecommunication networks and Internet, (3) transition new generation mobile communication system, and (4) the emergence of broad set of highly personalized location applications and services (Sadeh, 2002). Thus, Yuan and Cheng (2004) emphasized that m-marketing is getting increasingly popular because m-phone is a personal device used in marketing. Scharl et al. (2005) defined m-marketing as using a wireless medium to provide m-consumers with time- and location-sensitive, personalized information that promotes products, services and ideas, thereby benefiting all stakeholders. Shortly, m-marketing refers to marketing activities and programs performed via mobile phone in m-commerce. M-commerce, m-marketing and m-shopping is carried out via m-applications. The number of applications available for download in leading app stores is 1.6 million in Android and 1.5 million in Apple's App Store as of July 2015 (www.statista.com, Last visited: August, 24 2015). Thus, m-consumer satisfaction from m-shopping and m-application has been the subject of much attention in the m-marketing, m-stores and m-commerce.

2.1. Drivers of M-Customer Satisfaction

From both the theoretical and the empirical perspectives, for companies' competitiveness, customer satisfaction has been considered the essence of success, and identified as one of the key factors in the battle for competitive differentiation and customer retention in today's highly competitive business world (Bitner and Hubbert, 1994; Su, 2004). Therefore, the aim of managing customer satisfaction is to obtain a higher rate of customer retention and improve a company's market share and profits.

Determining the key drivers of m-customer satisfaction is increasingly drawing the attention of academic researchers, m-application designers and m-store managers. For example many academicians like Taha et al. (2013), Okazaki and Mendez (2013), Li and

Yeh (2010), Kuo et al. (2009), Choi et al. (2008), Wang and Liao (2007), Kim et al. (2005), Wu and Wang (2005) and Cheong and Park (2005) determined some drivers for m-customer satisfaction as transaction process, system quality, content reliability, convenience, usability, reciprocity, entertainment, appearance, accessibility, customization, interaction, privacy, security, trust, information quality, mobility and perceived price level, visibility, customer service, functionality of mobile device, and availability. To sum up, different factors, sub factors and researchers of each driver in the mobile marketing literature were seen. Barutçu et al (2015) categorized fourteen essential factors for m-customer satisfaction as convenience, usability, reciprocity, entertainment, appearance, accessibility, customization, interaction, privacy, security, trust, information quality, mobility and perceived price level, and tested the relationships among m-customer satisfaction drivers using the multiple regression analysis. The m-shopping applications should be designed to satisfy the m-customers wants and wishes. One of the key arguments is to listen the voices of m-customers. In this study, the Kano Model will be used to understand m-customer wants, prioritize the drivers of m-customer satisfaction, analyze their needs/wants and transfer them into the right design characteristics of m-stores in order to increase m-customer satisfaction.

2.2. Kano Model

The Kano model is a theory of product development and customer satisfaction which classifies customer preferences (Kano et al., 1984: wikipedia.org/wiki/Kano_model). Professor Noriaki Kano of Tokyo Rika University and several colleagues from Japan developed the Kano Model in order to define service quality in the context of customer needs in the late 1970s. They recommended a two-way model on quality based on customers' perception and experience, and developed a very useful graph for illustrating customer needs (Kano et al., 1984: Berger et al., 1993). Kano Model was also modified by some researchers (Matzler et al.,1996: Tontini, 2000).

Kano Model provides a useful tool in order to understand customer needs and expectations, and an effective approach for categorizing these customer needs and expectations into different types, because they are prerequisites to increase customer satisfaction (Shen, et al., 2000). Professor Kano has developed a methodology to identify which customer attributes are must-be, which are one-dimensional, which are attractive and which are indifferent. As seen in common Kano's model, it categorizes products/service attributes into four major groups: Must-be, One-dimensional, Attractive and Indifferent. Professor Noriaki Kano discovered this model to decide customer satisfaction based on four identifiers. The identifiers are Must-be attributes, One-dimensional attributes, Attraction attributes and the Indifferent attributes. In the Must-be (M) attributes, customers take them for granted of they fulfilled. But, if the product or service does not have these attributes, the customer becomes very dissatisfied. One-dimensional attributes (O) results in customer satisfaction when fulfilled and dissatisfaction when not fulfilled. For the Attractive (A) attributes, if the company do not offer some features, absence of these features do not cause dissatisfaction because they are not expected by customers and customers are unaware of what they are missing. These identifiers can be used to measure customer satisfaction of product, services as well as software. The identifiers are arranged according to priority in the ascending order as M (Must be) > O (One-dimensional) > A (Attractive) > I (Indifferent). Any companies that want to measure consumer satisfaction of product or service features according to the order of priority above. The features of the product, services and software are categorized under the mentioned identifiers above to measure customer satisfaction and arrive at decisions

regarding introduction of new features, extension and/or enhancement of some features and other things. The features in each category is measured by developing a matrix having a functional and its corresponding dysfunctional attribute and based on consumer response, they are mapped in to matrix to get the desired result. With using Kano Model, researchers can identify which customer attributes are must-be, which are one-dimensional and which are attractive. The data needed in classifying customer attributes are obtained through a Kano questionnaire that consists of a pair of questions (one positive and one negative) (wikipedia.org/wiki/Kano_model: Kano et al., 1984; Chakraborty, 2015). In the Kano Model Analysis, respondents answer two simple research questions for each m-shopping applications features as rate your satisfaction if the m-shopping application has attractive design?, and rate your satisfaction if the m-shopping application do not have attractive design?

Kano's model was applied by different researchers and academician to many areas like four service oriented stores such as banks, laundries, restaurant and supermarkets (Schvaneveldt et al., 1991), new product development (Matzler and Hinterhuber, 1998; Sireli et al., 2007; Zhu et al., 2010), to innovative product development (Shen, et al., 2000), an ideal kindergarten development (Sa Moura and Saraiva, 2001), website design (Zhang and Von Dran, 2002), understanding of the delivery of service and engendering of loyalty in an on-line communities (Szmigin and Reppel, 2004), new service creation (Bhattacharyya and Rahman, 2004; Hueiju and Hsien-Tang, 2012; Nilsson-Witell and Fundin, 2005), customer focused service development for Scandinavian Airlines System (Gustafsson et al., 1999), software development (Lehtola and Kauppinen, 2006) and online ticketing options (Nilsson-Witell and Fundin, 2005) and so on. Therefore, understanding the attributes that customers' wants are beneficial to improvement of product, service, process development as well as m-store design.

3. Research Methodology

The main purposes of this research, with using Kano Model in order to increase m-customer satisfaction, are to (1) analyze the drivers of m-customer satisfaction, (2) highlight what is needed to increase m-customer satisfaction from m-shopping, (3) learn what delights m-customers, and (4) give some advices to m-shopping application designers. In this study, fourteen essential factors for m-customer satisfaction were categorized into convenience, usability, reciprocity, entertainment, appearance, accessibility, customization, interaction, privacy, security, trust, information quality, mobility and perceived price level by reviewing different articles and self-created. The questions -reflected drivers of m-customer satisfaction- were developed based on these literatures or created by researchers. The questionnaire was prepared in Turkish, and then translated in English.

The primary data was collected through survey methodology. Most questions were presented on nominal and interval scales. In the structured questionnaire, there were sixty-five questions in four sections. However, demographic and just twenty-six pair of questions designed by KANO Model are analyzed. In the questionnaire, respondents answer two simple research questions for each m-shopping applications features as "rate your satisfaction if the m-shopping application has voice call to search products?", and "rate your satisfaction if the m-shopping application do not have voice call to search products?".

The survey sample frame is students in the Pamukkale University, Denizli-Turkey. Thus, the survey is conducted among students who review/purchase products and services and/or find the most affordable products and services from m-shopping applications. A

sample size was determined according to the formula of determining the sample size [n = N t2(p*q) / d2 (N-1) + t2(p*q)]. P is 0,8, because the proportion of the population, students, having the smart phones is very high. Thus, sample size is determined as 245 among 55.000 students in Pamukkale University. The questionnaire was pre-tested by twenty students in order to construct the validity of the measurement scale. 267 questionnaires were distributed to students in different faculties, vocational and graduate schools. The students volunteered to participate the survey were selected by convenience sampling method, a non-probability sampling method, because of their convenient accessibility and proximity to the researcher. 22 questionnaires were not evaluated because of some missing answers and 245 completely answered questionnaires used for analysis. The reliability of the questionnaire was assessed by the Cronbach alpha reliability coefficient. Reliability value was calculated as 0,854 and exceeded the suggested value of 0.70. With SPSS 15.0 for Windows, frequency and Kano Model analysis were used to analyze data collected from survey.

4. The findings

245 questionnaires were answered in the survey. As seen Table 1, among the 245 respondents, 64,1% were females, 51,8% of the respondents were ages 21-23, 56,7% of the respondents were undergraduate students, 48,6% of the respondent's monthly income was below 500 TL and 42% of their family income was 2000-4000 TL. In terms of the respondents 'mobile phone band name and operating systems, among 245 students, 51,84% of them has Samsung and 13,47% of them has Apple-IPhone, 81,2% has Android and 13,5% of them has Apple iOS.

Table 1. Respondents' profile

Gender	N	%	Education Level	N	%
Female	157	64,1	Graduate Degree	20	8,2
Male	88	35,9	Undergraduate Degree	139	56,7
Total	245	100,0	Associate Degree	86	35,1
Age	**N**	**%**	Total	245	100,0
≤ 18	2	,8	**Mobile Phone Brand Name**	**N**	**%**
19-20	81	33,1	Apple-IPhone	33	13,47
21-23	127	51,8	Samsung	127	51,84
≥ 24	35	14,3	Windows Phone-Nokia Lumia	4	1,63
Total	245	100,0	Sony	11	4,49
Monthly Student Income	**N**	**%**	LG	15	6,12
≤ 500 TL	119	48,6	General Mobile	13	5,31
501-1000 TL	89	36,3	HTC	5	2,04
1001-1500 TL	19	7,8	Others ……………………	37	15,10
≥ 1501 TL	17	6,9	**Total**	245	100,0
Total	244	99,6	**Mobile Phone Operating System**	**N**	**%**
Monthly Family Income	**N**	**%**	Apple iOS	33	13,5
≤ 2000 TL	102	41,6	Android	199	81,2
2001-4000 TL	103	42,0	Microsoft Windows Phone OS	6	2,4
4001-6000 TL	23	9,4	Blackberry OS	1	,4
≥ 6001 TL	15	6,1	Others …………	6	2,4
Total	243	99,2	**Total**	245	100,0

As seen in Table 2, convenient and easy to use menu, possibility of quick shopping, make it easy for users to find the content, comparing characteristics of different products' that customers need, efficient filtration to find the products, updated content, the possibility to

customers for sharing their comments, attractive design, uses fonts properly, works errorless, customized content for individuals, quick responses to customer inquiries, answers about inquiries is useful and solve problems, warrants to keep my personal information, warrants to keep my credit card information, high transaction trustworthiness, enables finding location and provides information navigation to present instant information, adequate product range, consistency of products' views with the real products, more appropriate price offers according to real shops were regarded as one-dimensional showing that m-customers hope m-shopping applications should have these requirements. Thus, these requirements were definetly wanted by the m-customers.

Table 2. Kano Model Questionnaire Results

Drivers	Mobile Shopping Applications Characteristics	A*	O*	M*	I*	R*	Q*	Total	C*
Convenience	Convenient and easy to use menu	36	140	31	32	4	2	245	O
	Possibility of quick shopping	26	148	22	47	1	1	245	O
	Make it easy for users to find the content	30	153	26	33	1	2	245	O
	Comparing characteristics of different products' that customers need	51	101	17	75	1	0	245	O
	Efficient filtration to find the products	42	119	25	55	4	0	245	O
	Voice call to search products	25	58	6	153	3	0	245	I
	Use of mobile payment systems	35	72	15	111	9	3	245	I
Usability	Up to date content	27	155	18	40	5	0	245	O
Reciprocity	Provides possibility to customers for sharing their comments	34	105	19	81	5	1	245	O
	Provides possibility to customers for sharing their favorite products on social media	27	63	19	130	4	2	245	I
Entertainment	Provides enjoyable experience	45	87	10	100	2	1	245	OI
	Encourages customers to shopping	13	56	16	136	23	1	245	I
Appearance	Attractive design	40	124	15	61	2	3	245	O
	Uses fonts properly	31	136	21	53	4	0	245	O
Accessibility	Works errorless	24	172	21	25	3	0	245	O
Customization	Customized content for individuals	41	121	9	70	2	2	245	O
Interaction	Video chat opportunity	40	59	14	127	4	1	245	I
	Quick responses to customer inquiries	25	153	20	43	3	1	245	O
	Answers about inquiries is useful and solve problems	15	168	24	32	4	2	245	O
Privacy	Warrants to keep my personal information	10	207	15	11	2	0	245	O
Security	Warrants to keep my credit card information	6	217	14	4	2	2	245	O
	High transaction trustworthiness	8	197	19	19	2	0	245	O
Mobility	Enables finding location and provides information navigation to present instant information	55	124	10	53	2	1	245	O
Usability	Adequate product range	49	135	17	41	3	0	245	O
Trust	Consistency of products' views with the real products	6	208	17	10	3	1	245	O
Perceived Price Level	More appropriate price offers according to real shops	29	173	8	31	1	3	245	O

* A: attractive; M: must-be; R: reverse; O: one-dimensional; Q: questionable; I: indifferent

The other requirements like video chat opportunity, voice call to search products, use of mobile payment systems, provides possibility to customers for sharing their favorite products on social media, entertating activities to encourages customers to shopping were regarded as indifferent, showing that m-customers do not care these requirements, and they do not result in either m-customer satisfaction or m-customer dissatisfaction.

Table 3. Customer Satisfaction Coefficient for mobile shopping applications

Drivers	Mobile Shopping Applications Characteristics	Category*	(A+O)/ (A+O+M+I) Enhanced Satisfaction Coefficients	(O+M)/ (A+O+M+I)*-1 Reduced Satisfaction Coefficients
Convenience	Convenient and easy to use menu	O	0,736401674	-0,715481172
	Possibility of quick shopping	O	0,716049383	-0,699588477
	Make it easy for users to find the content	O	0,756198347	-0,739669421
	Comparing characteristics of different products' that customers need	O	0,62295082	-0,483606557
	Efficient filtration to find the products	O	0,668049793	-0,597510373
	Voice call to search products	I	0,342975207	-0,26446281
	Use of mobile payment systems	I	0,459227468	-0,373390558
Usability	Up to date content	O	0,758333333	-0,720833333
Reciprocity	Provides possibility to customers for sharing their comments	O	0,581589958	-0,518828452
	Provides possibility to customers for sharing their favorite products on social media	I	0,376569038	-0,343096234
Entertainment	Provides enjoyable experience	I O	0,545454545	-0,400826446
	Encourages customers to shopping	I	0,312217195	-0,325791855
Appearance	Attractive design	O	0,683333333	-0,579166667
	Uses fonts properly	O	0,692946058	-0,651452282
Accessibility	Works errorless	O	0,809917355	-0,797520661
Customization	Customized content for individuals	O	0,67219917	-0,539419087
Interaction	Video chat opportunity	I	0,4125	-0,304166667
	Quick responses to customer inquiries	O	0,738589212	-0,717842324
	Answers about inquiries is useful and solve problems	O	0,765690377	-0,80334728
Privacy	Warrants to keep my personal information	O	0,893004115	-0,913580247
Security	Warrants to keep my credit card information	O	0,925311203	-0,958506224
Trust	High transaction trustworthiness	O	0,843621399	-0,888888889
Mobility	Enables finding location and provides information navigation to present instant information	O	0,739669421	-0,553719008
Usability	Adequate product range	O	0,760330579	-0,628099174
Trust	Consistency of products' views with the real products	O	0,887966805	-0,933609959
Perceived Price Level	More appropriate price offers according to real shops	O	0,838174274	-0,751037344

* A: attractive; M: must-be; R: reverse; O: one-dimensional; Q: questionable; I: indifferent

The customer satisfaction coefficient shows the degree to which m-customer satisfaction level increases if the m-store design requirement is met or the degree to which m-customer satisfaction level decreases, if the m-store design requirement is not met. A

positive m-customer satisfaction coefficient ranges in value from zero to one; the closer to one the value is, the higher the influence on m-customer satisfaction. The negative m-customer satisfaction works in the same way. A value of zero implies that this requirement does not reason dissatisfaction if it is not met. But, a value of negative coefficient, closer to mines one, the higher dissatisfaction can be occurred. In this research, if m-stores have some problems about consistency of products' views with the real products, answers about inquiries is useful and solve problems, warranty about personal information and credit card information and transaction trustworthiness, m-customers have more dissatisfaction and not prefer m-shopping. Therefore, m-retaliers should take into account these m-store desing requirements.

The customer satisfaction coefficients are not plotted, because, as seen in Table 3, the diagram can be divided into two quadrants according to the four types of requirements. Most of the m-customer satisfaction drivers are located in the area between one-dimensional and indifferent requirements. Therefore, m-shopping application designers should pay more attention to one-dimensional drivers. It is not so necessary for drivers located in the indifferent drivers. According to Matzler et al., (1996), the general rule of must-be > one-dimensional > attractive > indifferent should be applied to set priorities when making product development decisions. The fulfilling of one-dimensional requirements can largely increase m-customer satisfaction and help the m-retaliers to differentiate m-shopping applications from those of others to be competitive.

5. Summary and Conclusions

The main objective of this study is to identify which m-store design requirements are more important for increasing m-customer satisfaction and which have less important. The information is valued for the design of m-shooping applications. For this objective, Kano Model were applied, because many researchers and academicians (Schvaneveldt et al., 1991; Matzler and Hinterhuber, 1998; Sireli et al., 2007; Zhu et al., 2010; Shen, et al., 2000; Sa Moura and Saraiva, 2001; Zhang and Von Dran, 2002; Szmigin and Reppel, 2004; Bhattacharyya and Rahman, 2004; Hueiju and Hsien-Tang, 2012; Nilsson-Witell and Fundin, 2005; Gustafsson et al., 1999; Lehtola and Kauppinen, 2006; Nilsson-Witell and Fundin, 2005 and so on) preferred Kano Model in different areas like product, service, process development as well as m-store design.

According to Kano Model analysis, there are one-dimensional requirements showing that m-customers hope m-shopping applications should have. The drivers of m-customer satisfaction as convenience, usability, appearance, accessibility, customization, privacy, security, trust, mobility, usability and perceived price level were regarded as one-dimensional, and they are more important than other drivers so as to increase m-customer satisfaction. Thus, they result in m-customer satisfaction, and m-retaliers should care them. The some m-store design requirements like video chat opportunity with online sales person, voice call to search products, use of mobile payment systems, provides possibility to customers for sharing their favorite products on social media, entertating activities to encourages customers to shopping were regarded as indifferent, and m-customers do not care these requirements, and they do not result in either m-customer satisfaction or m-customer dissatisfaction. Interms of negative coefficients, consistency of products' views with the real products, answer about inquiries, solve problems, warranty about personal, credit card information and transaction trustworthiness are the most important variables. If m-customers have some problems about these drivers, m-customers will have more

dissatisfaction and not prefer m-shopping. Therefore, m-retaliers should care more these m-store desing requirements. This study is limited with university students in different degrees and unable to cover all m-phone users in all demographic factors like age and region. In further research, we can study with larger samples to generalize survey results.

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