Evaluating IKEA's Online Personal Shopper Services Using Importance Performance Analysis

Trisha Gilang Saraswati
Business Administration Department
Universitas Telkom
Bandung, Indonesia
trishasaraswati@telkomuniversity.ac.id

Abstract—**Online personal shopper is an individual who provides online services to purchase goods for consumer on their behalf and get paid for the service. In Indonesia, online personal shopper or known for the term of "jasa titip" provider growing very rapidly as a business that promising. Due to the location of IKEA Indonesia that only exist in Tangerang City, many consumers use personal shopper service to buy goods from IKEA. This research aims to describe the level of quality of IKEA's online personal shopper service based on user's assessment of perceived service quality and expected service quality. The variables used in this research are E-SERVQUAL that consist of efficiency, reliability, fulfilment, privacy, responsiveness, compensation, and contact which is assessed based on the perspective of performance level and expectation level. The two methodological streams of importance performance analysis, gap analysis and importance performance maps, employed to analyse the data. This research indicated six attributes of service quality dimensions that require enhancement with high priority i.e. the personal shopper sends a quick order what the consumer orders, sends orders in accordance with the ordered, provides an easy option to return the goods, personal shopper tells what to do if the transaction fails or not processed, compensate consumers for the problems that occur (not the fault of consumers) and facilitate the needs of consumers to speak directly with IKEA in case of problems. By enhance the attributes, it can improve online personal shopper service quality and consumer satisfaction.**

Keywords—personal shopper; importance performance analysis; IKEA

I. INTRODUCTION

IKEA is a retail company that sells various furniture and home decor from Sweden. In 2014, IKEA first opened its branch in Indonesia located in Alam Sutera, Tangerang, which until now IKEA Alam Sutera is the only IKEA branch in Indonesia. See the large number of people who want to buy IKEA products but are constrained by the distance or time to buy directly at the IKEA shop, the personal shopper offers a service to buy IKEA products with a certain number of fees as a tariff for the services they offer. Online personal shopper is an individual who provides online services to purchase goods for consumer on their behalf and get paid for the service. The presence of personal shopper in the IKEA distribution channel has changed several processes for selling Ikea goods, and also

the competition in market penetration between the traditional and online channels has been significantly intensified [1].

Although IKEA stores offer online shopping services, not a few people in Indonesia are still using personal shopper services to shop for IKEA products. from 50 interviews to IKEA consumers, 35 of them entrust their shopping activities to personal shopper rather than shopping through IKEA's website. Consumers of IKEA reveal many conveniences offered by personal shopper in shopping IKEA products compared to shopping through IKEA website, for example the ease in getting goods information, the interaction in the selection of goods, get the latest information related to the product being discounted, and ease of delivery of goods consider that - items purchased from IKEA are large home furnishings so that consumers can choose a shipping service provider that suits their location and price.

But as a service provider, IKEA's online personal shopper does not always provide the best service quality. this is supported by the results of interviews to 50 consumers of IKEA's online personal shopper service users that some of the consumers often complain of errors on items sent that are not in accordance with the order, or delay in delivery so that the goods received not in accordance with the time promised. This will certainly disrupt the performance of IKEA's online personal shopper as a service provider, considering the competitors among personal shopper itself is very tight and the personal shopper also competes with IKEA's official store because IKEA's official store has an online service that could be at any time consumers feel more comfortable shopping through IKEA's official store website and leave personal shopper services.

Judging from the number of complaints and disappointments on the quality of service felt by consumers, IKEA's online personal shopper needs to evaluate the overall quality of service to improve the quality of service in the future. In this study the method of Importance Performance Analysis is used by comparing the level of consumer interest regarding the quality of service with the level of service quality performance to determine which attributes to be noticed and improved by the IKEA's online personal shopper. Therefore, this research aims to describe the level of quality of IKEA's online personal shopper service based on user's assessment of perceived service quality and expected service quality by

answering following research question, how the level of customer satisfaction in each dimension of e-SERVQUAL on IKEA's online personal shopper and which attributes should be improved on IKEA's online personal shopper?

II. Literature Review

A. E-SERVQUAL

Wei proposes a conceptual model for understanding and improving electronic quality or service (e-SERVQUAL), which is a model of adaptation and expansion of traditional SERVQUAL models into the online shopping context. The results of this study yielded two different scales within the framework of E-Service Quality [1]. Bitner and Zeithaml identified seven dimensions that make up the scale of "core online Service" and the scale of "online recovery service" [2]. The four main dimensions (efficiency, reliability, fulfilment, and privacy) are the e-service quality scales used to measure customer perceptions of the quality of services provided by online retailers. The other three dimensions (responsiveness, compensation, and contact) are the scale of e-SERVQUAL recovery. That is, these dimensions only play an important role in the situation of online customers experiencing problems or have a number of questions to look for solutions. In summary, the seven dimensions of e-service quality can be explained as follows:

- Efficiency, the ability of the customer to access the website, search for the desired product and information relating to the product, and leave the site concerned with minimal effort.

- Reliability, related to the technical functionality of the site concerned, in particular the extent to which the site is available and functioning properly

- Fulfillment, includes service promise accuracy, product stock availability, and product deliveries in accordance with the time promised.

- Privacy, guarantees that the shopping behavior data will not be shared with any other party and that customer's credit card information is secure,

- Responsiveness, the ability of online retailers to provide customers with precise information when problems arise, have mechanisms for handling product returns, and provide an online warranty.

- Compensation, includes refunds, shipping costs, and product handling fees.

- Contact, reflects the customer's need to be able to talk to the customer service staff online or over the phone (and not communicate with the machine).

III. Research Methodology

Population in this study are consumers or users of IKEA's online personal shopper services, and because of the lack of and limitations to obtain the number of consumers or consumers who have made purchases of IKEA products using personal shopper services in exact amount, then with the Bernoulli's formula [3], obtained a minimum sample of 385, which in this study the sample will be rounded up to 400 respondents. The method of Importance Performance Analysis (IPA) which introduced by Martilla and James in 1977 will be employed in this study. IPA was originally used as a tool to develop corporate management strategies. In essence, IPA is used to measure the relationship between the priority of product / service quality improvement which is also known as quadrant analysis and consumer perception. On the Cartesian diagram, the Performance axis will be filled by the performance level score, while the import axis will be filled by the importance level score [4]. The importance performance analysis also can be used to prioritize managers whose respective orientation, dimensions and items deserve the most critical attention [5].

IPA aims to display information related to service factors that customers perceive to greatly influence their loyalty and satisfaction, and service factors that customers think need to be improved as the current conditions have not satisfied customers. To test the Importance Performance Analysis, the author uses the Software Statistical Program of Social Science (SPSS) ver. 23 for Windows. According to Supranto in 2011 the formula used for each attribute that affects consumer satisfaction are as follows [4]:

$$T_k = \frac{X_i}{Y_i} \times 100\%$$

Information:

Tk = Conformity level

Xi = Perceived value of consumer

Yi = Consumer expectation value

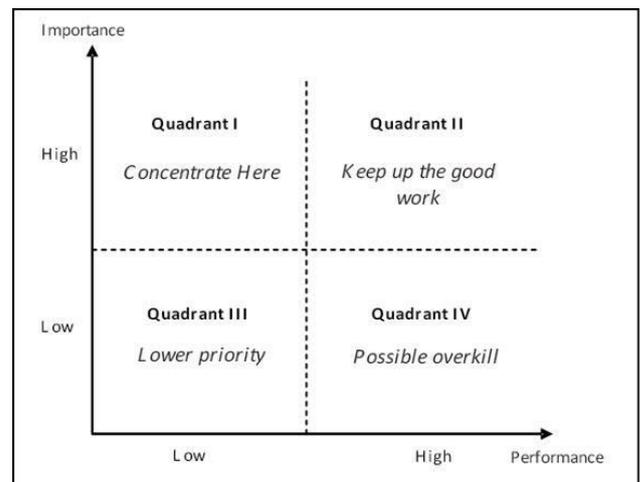The IPA graph is divided into four quadrants based on the Importance-Performance measurement as seen in Fig 1 below:

Fig. 1. Importance performance analysis matrix.

The interpretation of the quadrant is as follows [4]:

- Concentrate Here, in this quadrant there are factors that are considered important and or expected by the consumer but the performance of the company is considered not satisfactory so the company needs to concentrate to allocate its resources to improve the incoming performance in this quadrant.

- Keep Up the Good Work, in this quadrant there are factors that are considered important and expected as a factor supporting consumer satisfaction so that the company is required to maintain performance achievement.

- Low Priority, in this quadrant there are factors that are considered to have a level of perception or actual performance is low and not too important and or not too expected by consumers so that companies do not need to prioritize or give more attention to these factors.

- Possibly Overkill, in this quadrant there are factors that are considered not too important and not too expected by the customer so that companies better allocate resources related to these factors to other factors that have higher priority level.

IV. FINDINGS

To know the level of customer satisfaction for IKEA's online personal shopper service, the writer performs the calculation of Customer Satisfaction Index (CSI) by calculating Mean Importance Score (MIS), Mean Satisfaction Factor (MSS), Weight Factor (WF), Weight Score (WS), and finally obtained Customer Satisfaction Index (CSI). The result of customer satisfaction on each e-SERVQUAL dimension is shown in the table 1:

The average value of the Customer Satisfaction Index of 77.96% included in the range of values 62.5% - 81.25% which means IKEA's online personal shopper's level of customer satisfaction as a whole is in the Satisfied category.

TABLE I.　INDEX OF CUSTOMER SATISFACTION

Dimension	Level of Performance	Expectation	WF	WS
Efficiency	3,22	3,30	14,25%	45,90%
Reliability	3,12	3,26	14,08%	43,94%
Fulfillment	3,10	3,33	14,38%	44,59%
Privacy	3,09	3,28	14,17%	43,78%
Responsiveness	3,11	3,32	14,34%	44,60%
Compensation	3,08	3,37	14,56%	44,84%
Contact	3,11	3,29	14,21%	44,20%
Sum	21,83	23,15	100,00%	311,84%
Average				77,96%

The next step is to do a gap analysis done to find out the gap between perceived performance and perception of customer expectation level on IKEA's online personal shopper. To get the gap value, can be seen from the difference between Perceived Service and Expected Service. The value of Q (gap) identifies the good or bad quality of service provided to its

customers. Good service quality level is indicated by a positive result or Q ≥ 0. This means that the value of Perceived Service has fulfilled the Expected Service. Conversely if the result Q ≤ 0 or negative value, then the quality level is declared poor and has not been able to meet consumer expectations.

TABLE II.　GAP CALCULATION EACH DIMENSION E-SERVICE QUALITY

Dimension	Level of Performance	Expectation	GAP	GAP (%)
Efficiency	3,22	3,30	-0,08	2,42%
Reliability	3,12	3,26	-0,14	4,23%
Fulfillment	3,10	3,33	-0,23	6,95%
Privacy	3,09	3,28	-0,19	5,75%
Responsiveness	3,11	3,32	-0,21	6,35%
Compensation	3,08	3,37	-0,29	8,77%
Contact	3,11	3,29	-0,18	5,44%
Average	3,12	3,31	-0,19	5,70%

From table II, it can be seen that all sub-variables have difference of value between quality of company performance and expectation from customer. The sub-variable with the largest Gap is the "Compensation" sub-variable by -0.29 or 8.77%. This indicates that the "Compensation" sub-variable has a negative Gap of Q <0. So, it can be said that the performance of "Compensation" sub-variable has not been able to meet the expected quality of consumers. While the sub-variable that has the smallest Gap is the "Efficiency" sub-variable with Gap difference of -0.08 or 2.42%, This shows that the "Efficiency" sub-variable has a negative Gap that is Q <0, although "Efficiency" sub-variable becomes the sub-variable that has the smallest Gap but "Efficiency" sub-variable is still not able to meet the expected quality of consumers.

Data processing is done using SPSS version 23 application with important performance analysis method, 33 statements are categorized into four quadrants namely Quadrant I where Attributes that enter in this quadrant require improvement with high priority. Quadrant II is an attribute that must be maintained, because it belongs to the company's advantage, Quadrant III is an attribute that is considered not too important by the customer, but must still be considered by the company because it affects the perceived benefits, and Quadrant IV indicates not too important in the eyes of customers, and can be reduced so that companies can save costs. The result of data processing from SPSS is in the form of Cartesian diagram as in figure I that shows the location of attribute of service quality dimension based on result of calculation of average score of expectation and performance expectation to service perceived by consumer. The interpretation and result recap as seen on Table III to Table VI as follows:

TABLE III.　QUADRANT I RECAP (SERVICE QUALITY DIMENSION ATTRIBUTE REQUIRES HIGH PRIORITY IMPROVEMENT)

Num.	Item Number	Statement
1	15	IKEA's online personal shopper sending me quickly what I ordered
2	16	IKEA's online personal shopper deliver orders as ordered
3	23	IKEA's online personal shopper provide an easy choice to return the goods

Table 3. Cont.

4	26	IKEA's online personal shopper telling me what to do if my transaction fails or is not processed
5	28	IKEA's online personal shopper compensate me for the problem (not the customer's fault)
6	33	IKEA's online personal shopper facilitate the consumer's need to talk directly to the operator in case of problems

TABLE IV. QUADRANT II RECAP (SERVICE QUALITY DIMENSION ATTRIBUTE MUST BE MAINTAINED, BECAUSE IT BELONGS TO THE COMPANY'S ADVANTAGE)

Num.	Item Number	Statement
1	2	I find it easy to explore IKEA's online personal shopper site
2	7	IKEA's online personal shopper allows me to get what is needed quickly.
3	11	IKEA's online personal shopper site not crash.
4	12	IKEA's online personal shopper site does not hang while doing transaction process
5	13	IKEA's online personal shopper delivering orders as promised.
6	19	IKEA's online personal shopper keeping promises related to the delivery of goods
7	20	IKEA's online personal shopper protect information about my shopping behavior
8	29	IKEA's online personal shopper compensates me when orders do not arrive on time.
9	30	IKEA's online personal shopper pick up the items I want to return to my home or office
10	31	IKEA's online personal shopper provide phone numbers of companies that consumers can contact

TABLE V. QUADRANT III RECAP (SERVICE QUALITY DIMENSION ATTRIBUTE IS CONSIDERED NOT TOO IMPORTANT BY THE CUSTOMER, BUT MUST STILL BE CONSIDERED BY THE COMPANY BECAUSE IT AFFECTS THE PERCEIVED BENEFITS)

Num.	Item Number	Statement
1	18	The offer given by IKEA's online personal shopper is true
2	21	The IKEA's online personal shopper does not share my personal data with other sites
3	22	The IKEA's online personal shopper protects my data related to credit, debit and others
4	24	The IKEA's online personal shopper handles the goods return process well
5	25	IKEA's online personal shopper offer a meaningful guarantee
6	27	IKEA's online personal shopper take care of existing problems quickly
7	32	IKEA's online personal shopper providing online consumer services

TABLE VI. QUADRANT IV RECAP (SERVICE QUALITY DIMENSION ATTRIBUTE IS NOT VERY IMPORTANT IN THE EYES OF CUSTOMERS, AND CAN BE REDUCED SO THAT COMPANIES CAN SAVE COSTS)

Num.	Item Number	Statement
1	1	I find it easy to find what I need on IKEA's online personal shopper site
2	3	The IKEA's online personal shopper allows me to complete transactions quickly
3	4	The information on IKEA's online personal shopper is well organized
4	5	The IKEA's online personal shopper site opens quickly
5	6	The IKEA's online personal shopper site easy to use
6	8	The IKEA's online personal shopper site allows me to get what is needed quickly.
7	9	The IKEA's online personal shopper site is always available for business.
8	10	The IKEA's online personal shopper site operates well
9	14	Stock items that are written on the IKEA's online personal shopper site always ready
10	17	The IKEA's online personal shopper has inventory information in accordance with what the company claims

As seen on Table III to Table VI, there are 6 statements in Quadrant 1, 10 statements in Quadrant 2, 7 statements in Quadrant 3 and 10 statement in Quadrant 4. IKEA's online personal shopper should be aware with attributes that enter in Quadrant 1 because it requires improvement with high priority, such as IKEA's online personal shopper should sending what customer ordered quickly, delivers orders as ordered, provide an easy choice to return the goods, telling the customers what to do if their transaction fails or cannot be processed, compensate the customers if problem happened, and facilitate customer's need to talk directly to the operator in case of problem. The improvement on the attributes can help IKEA's online personal shopper to offer better quality of service.

As a result, business managers can effectively determine the critical service attributes of service focus and get an action plan that is appropriate for each critical service attribute through this approach that is proposed to improve service quality or customer satisfaction and to achieve competitive advantage [6].

V. CONCLUSION

This research using importance performance analysis which is a simple marketing tool commonly used to identify the main strengths and weaknesses of a value proposition [7]. From the data processing, it is indicated six attributes of service quality dimensions that require enhancement with high priority i.e. the personal shopper sends a quick order what the consumer orders, sends orders in accordance with the ordered, provides an easy option to return the goods, personal shopper tells what to do if the transaction fails or not processed, compensate consumers for the problems that occur (not the fault of consumers) and facilitate the needs of consumers to speak directly with IKEA in case of problems. By enhance the attributes, it can improve online personal shopper service quality and consumer satisfaction. Therefore, the findings of

this research are very important to understand and promote customer-oriented e-service of its existence of online personal shopper attributes that might have the capacity to improve service quality, increase customer satisfaction and gain customer loyalty [8]. It is also in accordance with previous research that mention ease in searching, availability of FAQs, availability of in-stock status information, and ease of comparison shopping were significant predictors of online purchase intent that can be offered by personal shopper and also become things to improve by personal shopper [9].

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