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Haute école de gestion  
Genève

**The impact of service disruptions on customer loyalty  
and satisfaction in the food delivery industry in the  
French-speaking part of Switzerland**

**Bachelor Project submitted for the degree of  
Bachelor of Science HES in International Business Management**

by

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# Executive Summary

This Bachelor Project aims to understand how service disruptions impact customer satisfaction and loyalty in the food delivery market in Switzerland, specifically within Suisse Romande. With this work, changes and practical recommendations are offered to companies in such a way that they may improve their quality of service and, therefore, customer loyalty.

Critical results obtained from the study include: a majority of those customers face service disruption frequently, in terms of late delivery, wrong orders, or even cancellations. The interruptions of services affect the overall customer satisfaction and customer loyalty. In the event customers have had a bad experience shaking their loyalty, then they are unlikely to recommend the platform. Therefore, it is of paramount importance that firms handle the service-related problems efficiently in order to retain customer loyalty.

Depending on the case, such trials include operational drawbacks from traffic to unfavorable climate influences and inefficiency in restaurants. It is through solving such issues that the level of services can become more reliable. It is important in managing disruption with comparatively lower effort and cost for a sufficient level of customer satisfaction, just utilizing more favourable service recovery measures together with new digital tools available. And what is actually more important, the possibility of real-time order tracking and proactive communication.

There are various strategies that companies providing this service can use to combat or control these challenges. These flawlessly include proactive communication, whereby live order tracking and proactive notifications regarding the order process are pre-set to execute the role of keeping customers up-to-date on their orders, thus controlling displeasure by keeping expectations in balance. Tremendous problem-solving skills will be developed with consistent training programs for delivery drivers and customer service agents, and this enhances the quality of each conversation with a customer. This is key, and this becomes final; it is all about empathy and how clearly one speaks.

Also invest there in advanced digital tools for managing orders, optimizing routes, and customer support. When it comes to integrating AI and Machine Learning for predictive analytics, it means boosting operational efficiency, reliability, and security in order to optimize delivery time and resource allocation. Resort to comprehensive service recovery protocols, including refunds, discounts, and personalized apologies, in case of service failure. A good resolution with the proper timing prevents the bad impact of such service failure on customers' loyalty.

It should also have in place working systems where consumer feedback can be collected and analyzed. The constant review of the feedback helps to discover common problems and areas where improvement can be made, thus ensuring continuous refinement of the process of delivering services.

In other and more concise words, this research has shown the great effect of a service disruption on customer satisfaction and corresponding loyalty to the firm within the Swiss food delivery business. The recommendations given provide ways in which food delivery businesses can sustain and increase service quality, and therefore customer satisfaction, with the end result being that a customer feels more loyal to the firm. Customer expectations are rising, and technological advances, together with a focus on customer satisfaction, will be how companies navigate through the minefield of intricate service delivery.

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# 1. Background

The food delivery market has been transformed with the influence of advanced technologies and changing preferences and tastes of customers. Highly affected by digital innovations, such changes have resulted in a tectonic shift in the way consumers order food and beverages, making an important role for an online food delivery service. The pandemic of coronavirus disease, together with its effects, has showcased the important role that OFD services have played in compelling very many restaurants to open contactless means of delivery to be able to manage standing up, despite the restrictions on dining in, just to survive. According to the estimates, the global online food delivery market is anticipated to grow at a CAGR of 9.35% over the period 2024-2028, reaching a size of \$3.66 billion in the terminal year.

As much as the market goes up and creates extensive waves of demand for online food delivery services, effective service delivery becomes a thing to worry about. The high growth of the industry, also including the enhancement of the reliance on the delivery service in the aftermath of the crisis that came along with the pandemic, has raised the issues requiring interference by these companies in customer service support (BusinessofApps 2021; Exame Invest 2020). The interventions supporting customer loyalty that would wish for the long-term development of such food delivery companies are thus put into risk by the interferences described above.

## 1.1 Rationale of the Study

The main competitive advantage in the online food delivery sector is customer loyalty. This leads to improved business performance that saves operating costs, particularly in advertisements and promotions, among other costs related to them (Li et al., 2017; Zhang et al., 2021). Loyalty generates repeat purchases, lowers customer service costs, breeds word-of-mouth recommendation, and produces lasting brand preference (Wirtz & Lovelock 2022; Molinillo et al. 2022). However, how exactly service interruptions deteriorate the relationship with the customers in the food delivery market in Switzerland is largely unknown. The impact of such service disruptions has far-reaching consequences for food delivery companies: such challenges will give them insights to improve service quality and build strong relations with their customers. The overall objective of this research paper is to find out the impact of delivery challenges on customer satisfaction and loyalty in the Swiss market, particularly in the French-speaking part of Switzerland.

## **1.2 Aim and Objectives**

Particularly, the main aim of the study is to analyze in much detail how service failure, and in particular delivery delay, order inaccuracy, and cancellation, influences customer satisfaction and loyalty within the Suisse Romande food delivery industry. Hypothesis 1 assumes that such failures seriously reduce customer loyalty in this industry. This hypothesis reflects the significant need for companies to analyze and reduce these forms of failures if they are to maintain their customers' loyalty. On the other hand, Hypothesis 2 will be offering an explanation that under unavoidable disruptions; proper implementation of recovery strategies will enhance customer satisfaction and loyalty. Solutions to problems before they arise in relation to general service quality assist in minimizing the impact of a disruption and the fostering of good relations with customers.

The research, therefore, sets its objective in establishing the key causes of service disruption in the Suisse Romande market. It will then establish how service disruption influences customer satisfaction and go further to investigate the relationship between service disruption and customer loyalty. The study will try to unearth some ways through which food delivery companies may mitigate such impacts. Ultimately, it aims to come up with action-oriented recommendations that can enhance service quality and improve customer retention in the Swiss food delivery market. These findings will be valuable for managers in the food delivery industry, as well as for researchers interested in service quality and customer behavior.

### **1.2.1 Research Questions**

- Q1: What could be the major drivers of disruption in service related to food delivery in Switzerland?

This question aims to identify the root causes behind common service failures, such as delivery delays and incorrect orders, to understand where the most significant challenges lie.

- Q2: In what way do these service failures impact customer satisfaction?

It creates a measure of the impact that rates the effect of service failures on customers' ultimate perception of service quality and satisfaction, and further explores how these disruptions might influence customers' perceptions and experiences.

- Q3: Is there any relationship between service disruptions and customer loyalty?

The question is aimed at arriving at the correlation between service interruption and customer loyalty, checking whether more frequent occurrences of it lead to a decrease in customer retention and brand loyalty.

- Q4: What are some strategies for reducing the degree of loss of customer loyalty due to a disruption in services?

The question asks about the strategies a food delivery firm may adopt to reduce the negative impact of service failure on customer loyalty.

### **1.2.2 Hypotheses**

- **H1:** Service disruptions significantly reduce customer loyalty within the Swiss food delivery industry.

The hypothesis states that there is a direct negative relationship between service disruptions and customer loyalty, meaning frequent service failures reduce customer retention.

- **H2:** Effective service recovery strategies can mitigate the negative impact of service disruptions and maintain or even enhance customer satisfaction and loyalty.

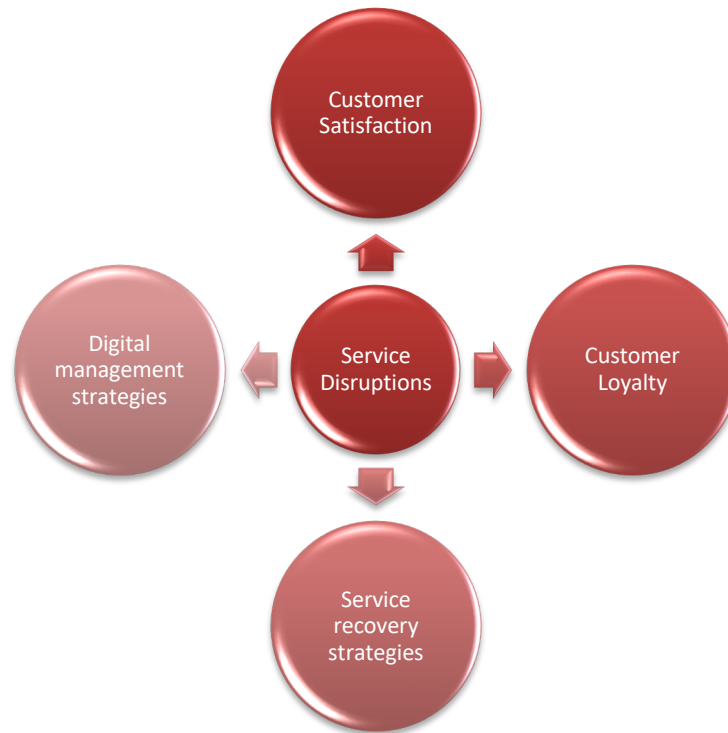
This hypothesis is founded on the argument that the proper implementation of service recovery strategies, like on-the-spot refunds or individualized apologies, will result in consumers being more than merely dissatisfied—their loyalty will be won back.

### **1.3 Structure of the Study**

First, it is formatted to contain a brief background and purpose of the research to be conducted. This will be succeeded by a literature review in which the study will be placed in perspective in regard to previous works. The method section which follows describes the research design, data collection and analysis used in the study in detail. The last section of the study is the findings and analysis which presents the findings of the research and relates them to presenting formulated hypotheses. At long last, the report synthesizes the findings and proffer the implication of the findings on different stakeholders of the current industry, and thereafter provides recommendations to the various stakeholders in an effort to offer better services with an aim of increasing customer loyalty and satisfaction in the current industry.

## 2. Literature review

Figure 1 - Overview of Theoretical Framework



### **2.1 The Food Delivery Industry**

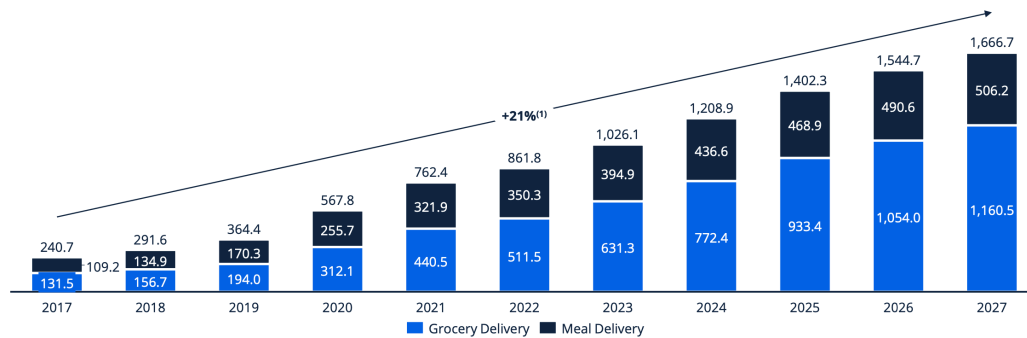
The food delivery industry went through dramatic changes during COVID-19, propelled by rapid innovation, consumer behavior change, and shifts in the balance of market dynamics (Li et al. 2022). On the point, Lu et al. (2021) comment, "Integration with technology has led to marvelous growth and enhanced rivalry between the service providers.". The pandemic accelerated this digital shift, which did not stop at advancing the industry; traditional ways of restaurants' interactions with their customers were changed (Fainshtein et al. 2023).

**Figure 2 - Global online food delivery growth (Statista Market Insights 2023)**

The global Online Food Delivery revenue is expected to grow at a CAGR<sup>(1)</sup> of 21.0% to US\$1.666 trillion by 2027

Market size: revenues (1/2)

Revenue forecast in billion US\$



Notes: (1) CAGR: Compound Annual Growth Rate  
Sources: Statista Market Insights 2023

Market Insights  
by statista

One of the major components that has fostered this change has been the innovation of the Food delivery apps (FDAs); this innovation has always provided convinces with a diverse supply of the culinary business (Nivornusit, Kraiwanit, & Limna 2024). These mobile platforms have thus enabled people order from a wide range of restaurants altering the manner in which we acquire our food in the process. While in the past, customers made their orders through phone calls or simple websites that mostly provided text information, these applications are now easy to use with features such as tracking, and more importantly, digital payments, which makes the total experience of using such applications a delightful process to the users (Chen et al. 2020).

The industry is built on two main delivery models: The two common models of communication are the Restaurant-to-Consumer and Platform-to-Consumer as suggested by Hodges (2020). In the first model, there are restaurants that independently organise their own Delivery as a service or online ordering. The second model, however, is through third party such as Uber Eats and Just Eat, which delivers food to the customers on behalf of restaurants which the restaurants do not have their own delivery services. It makes the ordering process smoother, deals with payments, tracking, and delivery, and makes the process easier for patrons and restaurants (Feldman, Frazelle, & Swinney 2018).

Figure 3 - Online food delivery business model (Intelivita 2023)



Thus, the widespread use of food delivery apps (FDAs) has emerged as a new influential factor that people use while making the choice of products. Some of the investigations done to determine the factors that could be of importance in online buying encompass marketing methods, culture, and technologies (Jun et al. 2022). Through smartphone applications, everything including meals have been readily available to help in saving time in a society that highly values convenience, thus fulfilling the purpose of fast foods.

Despite the fact that the most global online food delivery market has already shown rather high growth rates, the pandemic has already changed the peoples' preferences in the types of meals. An increasing number of people prefer eating at the comfort of their homes instead of going out to restaurants, mainly because of health and cleanliness (Zwanka & Buff 2020; Gavilan, Battat, Del Corral & Palma 2021). This is in a trend where most people are shifting from the actual socializing and dining from restaurants and halls.

These transition profiles are culturally relevant. Mediterranean cultures involve many aspects of their life, especially social interaction, in sharing meals; pertinently, the pandemic has brought this kind of conflict. Again, the hesitation is a blend of the longing

for communal meals and the personal desire for familiar and secure meals at home (Qualcomm Highway 2030 Study; Poole & Blades, 2013; Mindshare New Normal Tracker).

The same trends can be recorded worldwide, including in Switzerland, though, the rate of its integration differs depending on the culture, technology or economical level. For example, one of the studies that assessed an assortment of Chinese university students' convenience discovered that they had convenient access to online food delivery services and research in Greece revealed that students there were less likely to indulge such services (Li, Miroso, & Bremer 2020).

### **2.1.1 The Food Delivery Industry in Switzerland**

Digital platforms are core to companies like Uber Eats, Deliveroo, local services Smood.ch, and Just Eat.ch. These provide a dietic variety of restaurant dishes at the tap of an app.

According to Statista Consumer Insights (2023), the demographic profile of food delivery users in Switzerland is broad, with an overall significant representation of all age groups, both genders, and all income groups. Specifically, millennials make up 41% of food delivery users, suggesting that the trends are skewed toward young and more tech-savvy consumers. The user base also cuts across both genders and shows a well-balanced distribution across all income brackets.

Consumer preferences in Switzerland are oriented increasingly towards digital-first solutions, while the leading segment of the market is dependent on their smartphones for everyday activity organization. More than this, 16% are innovators or early product adopters; to that end, it would support the integration of advanced digital solutions throughout the whole food delivery process—placement of orders to tracking—into the business model.

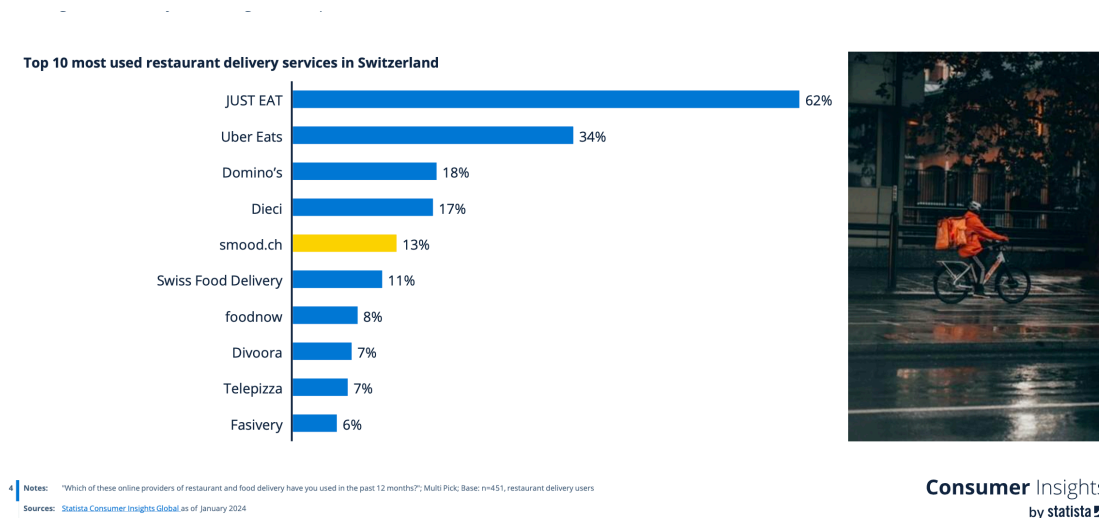
In this respect, the COVID-19 pandemic became a showcase of the critical relevance of online food delivery services in Switzerland, as contactless delivery options rapidly created a new standard. Given the expected continuation of revenue growth for the industry, there is no lack of both challenges and opportunities setting up for businesses in this sector ahead.

Regulatory considerations in the country have equally impacted the market. Swiss rigid laws hold very splendid standards for food safety, employee working conditions, and

customer data protection—most of these measures surpass other countries' required standards, according to Eurobarometer 2013.

Convenience and sustainability are the topics of central stage in Switzerland, and thus, the food delivery sector is expected to further grow in the coming times by advancement in technologies (Statista 2023). Also, Blockchain for supply chain transparency and Artificial Intelligence for customer behavior pattern prediction have been seeing burgeoning investments lately (Sharma et al. 2021).

**Figure 4 - Top 10 food delivery companies in Switzerland (Statista 2024)**



## **2.2 Customer Satisfaction in the Food Delivery Industry**

The food delivery industry satisfies customers on numerous grounds: from the effectiveness of service delivery to even the usability of technologies involved. In fact, customer expectations and the degree to which they are met form the basis for rapid growth in OFD services. Existing research clearly anonymizes that customer satisfaction is a stepping stone toward building brand loyalty and repeat orders (Prasetyo et al. 2021).

Food delivery applications have affected customer satisfaction in regard to the convenience and ease of ordering (Debnath 2024). From ordering the food to actual payment, Uber Eats and Deliveroo are brimming with features that make each step easier for customers with varying preferences (861943-1255479.pdf). The growth in mobile technology has been an enabling factor to expand the market but also enhances competition to win over customers with user-friendly features from apps (Pantano, Priporas 2016).

In this industry, the delivery process is what normally determines the satisfaction level a customer derives (Yusra, Agus 2020). According to research, on-time deliveries are a pre-requisite for ensuring positive feelings of customers and thence forming loyalty (Yusra, Agus 2020). Customer satisfaction will also be affected by varying models through which customers and restaurants relate - directly or third-party based platforms - with everyone having different expectations (Xu et al. 2022).

Since it involves issues such as late deliveries or incorrect orders, the post-purchase phase is very important to be managed to maintain customer satisfaction. According to studies, effective service failure recovery has the potential not only to decrease the negative effects but also to turn unhappy customers into loyal customers if handled properly (Gao et al. 2022). Ongoing support and responsiveness to customers' complaints are ways to improve the quality of service, increase customer satisfaction, and at the same time provide a continuous feedback cycle for further improvements (Uzir et al. 2021).

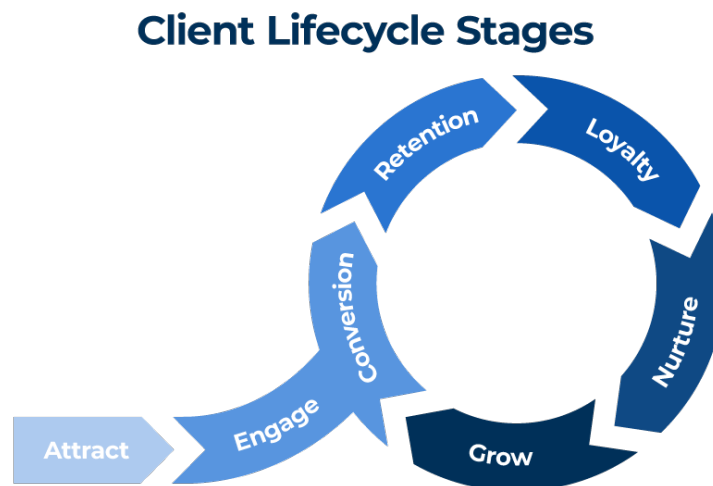
Finally, customer satisfaction has also been greatly impacted by the COVID-19 pandemic as it shifted dining habits and expectations about food delivery services. Currently, due to the practice of social distancing, more people have learned to rely on online food ordering not only out of necessity due to convenience but also out of safety considerations. This changed safety considerations now stretch all the way from the preparation of foods in line to their delivery, thus making transparency and building trust in how food is handled key drivers of customer satisfaction at these times (Zwanka, Buff 2021).

Also, culture impacts customer satisfaction. The comprehension of quality may differ from region to region. In countries whose cultures are Mediterranean and place a high importance on social dining, quality food and a fine dining experience may translate to mean satisfaction (Poole, Blades 2013). Contrastingly, in areas where convenience precedes the greater part of other values, the speed and reliability of the delivery service might take precedence over other elicitations that could be used to give meaning to satisfaction (Chai & Yat, 2019; Lau, ng 2019).

As stated by Adak, Pradhan & Shukla (2022), customers' satisfaction changes with market trends and impulses of technology. Artificial intelligence that personalizes food recommendations and optimizes delivery routes is one such trend about to set the customer satisfaction benchmark again (Sharma et al. 2021). In this regard, as the industry of food delivery is changing day by day, knowledge about customer satisfaction

drivers and continuous adaptation to new consumer needs will play a huge role in the future (Sidhu 2021).

Figure 5 - Client lifecycle stages (Zotti 2020)



### **2.3 Customer Loyalty in the Food Delivery Industry**

Customer loyalty has become increasingly important in the food delivery industry, with the rapid growth of the sector due to digital transformation and the change in consumer behavior (Yusra, Agus 2020). The competitive market nowadays is a place where the service quality and reliability of OFD fundamentally drive customer loyalty. The relationship between customer satisfaction and loyalty is already established, where satisfaction is usually the forerunner of loyalty (Erkmen, Turegun 2022). However, real loyalty encompasses not only satisfaction but also an emotional bond and the act of remaining with a service despite ample alternative options available (Hapsari, Clemes, Dean 2017). This is very important in the competitive food delivery market, where customers can easily switch to competitors if all their demands are not satisfied (Cha, Seo 2020).

Customer loyalty can only be fostered if expectations are not met but exceeded, as Li, Ma, and Zhou (2017) have observed. Now, an important aspect of this is the way service failures are handled. How the issues are dealt with are likely to impact customer loyalty. In quite some incidences, the way a problem is solved may excite the customer as much as the solution itself. Effective service recovery has the potential to transform negative experiences into opportunities for building trust and deep loyalty (Sciarelli et al. 2017).

Notably, loyalty programs and customized marketing strategies are equally important in holding customers loyal to the service provider (Rane, Choudhary, Rane 2023). Rewards, special deals, and loyalty points that would create a sense of value or connection with regard to one's preferences encourage repeat orders and continuous patronage (Rane, Choudhary, Rane 2023).

The COVID-19 pandemic thus had pride of place in the case of lost loyalty, where consumers were getting used to numerous changes in dining habits and ordering food. As dine-in got more limited, a majority of people would turn to OFD services not because of convenience but in order to continue enjoying their favorite meals. That gave the opening for both challenges and opportunities toward deepening the customer relationship and loyalty vis-à-vis the service providers against a changing environment (Rabobank, 2020).

Factors affecting customer loyalty are also cultural in nature, such that various factors work in different ways with the people of different regions and demographics. For example, OFD services in cultures that attach great importance to eat-outs, such as in Spain, are easily able to replicate the restaurant experience at home, which is very important for creating loyal customers (Mindshare, 2020).

Finally, researchers underline that technological innovation—especially in the features of apps and personalization of services—is undertaking a real revolution in how customer loyalty is created and secured. In this context, AI will have a key role in personalizing services and predicting customer needs in the customer retention strategies of the future (Molinillo et al. 2022).

Figure - The loyalty pyramid (Enchant 2020)



## **2.4 Service Disruptions in Service Industries**

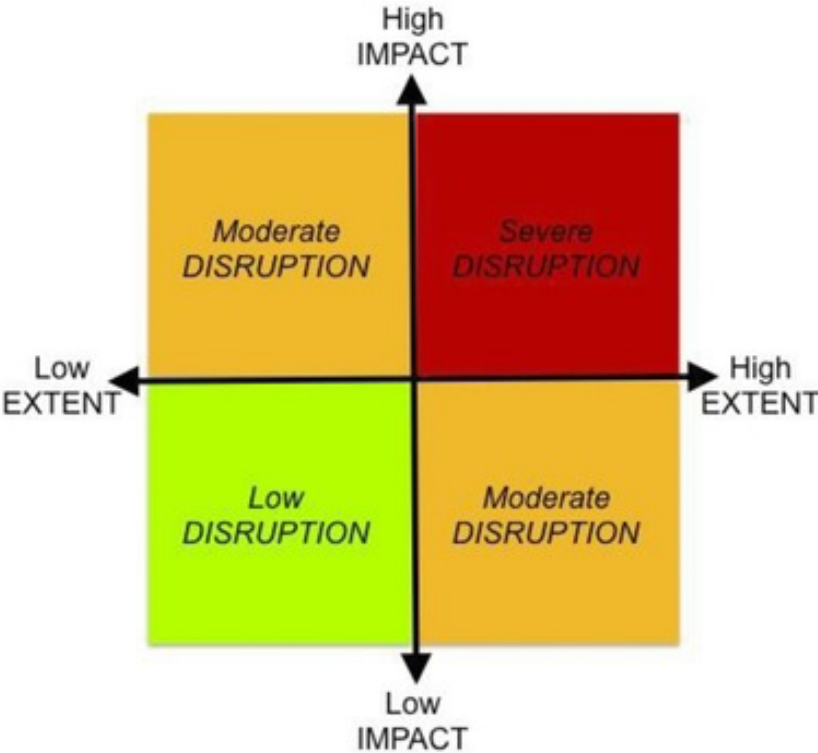
Service disruption and failure are key challenges in service industries, more so in food delivery sectors, where the frequency of customer interaction is high, with expectations being at an all-time high as argued Komunda, Osarenkhoe (2012). Managing logistics, meeting customer expectations, and providing real time service creates a complex environment where disruptions ranging from delays to complete service break down are always possible.

Service failures in food delivery can be triggered by logistical, technological, or human factors, all of which impact customer experience differently (Komunda Osarenkhoe 2012). In such a case, disruptions mean the tainting of customers' trust and involve quick and appropriate resolution strategies to reduce the negative effect. How well the strategies are implemented can be a determinant of whether the customer will be retained or defect to another provider (Udofia et al. 2021).

Research brings out the role of robust service recovery frameworks in reducing the impact of service failures (Van Vaerenbergh, Orsingher 2016). In circumstances where recovery efforts are handled well, recovery can not only resolve the problem but also transform an unhappy customer into a very loyal one, especially if customers' expectations are surpassed (Komunda, Osarenkhoe 2012). According to the Service Recovery Paradox, customers may end up having more positive feelings about a

company following a successful recovery than if no problem had taken place, as long as the company's response is quick, shows empathy, and goes above and beyond expectations (Michel, Meuter 2008).

**Figure 6 - Classification of service disruption levels (Chang 2013)**



While generally technology has improved service delivery and enhanced efficiency, it is not without new challenges (Latupeirissa et al. 2024). Increased militancy to digital platforms and real-time tracking systems means that failures of the technology can cause widespread disruption to service (Huque, Ferdous 2024). What is more, integrating disparate service providers—online ordering platforms, third-party delivery services—adds layers of complexity. This makes it incumbent on providers to identify issues and quickly resolve problems. (Huque, Ferdous 2024).

In the case of all service industries, failures such as disruptions need not only be treated as failures but also as opportunities whereby companies can showcase their commitment to serving customers. Companies therefore require positive recovery experiences to be ensured and hence need preparation a priori, train teams so that they handle such unexpected challenges with a lot of dexterity (Rapaccini et al. 2020).

### 2.4.1 Services Disruptions in the Food Delivery Industry

One of the prime focuses of customers with regard to the overall experience of the food delivery industry is service disruptions (Poon, Tung 2022). The research clearly shows how frequent these alternatives are and how they are dealt with—these two are very important for customer trust and satisfaction (Singh et al., 2023). A study by Akdevelioglu and Guzel (2022) indicates that only rapid responses that are effectual to the service failure would help in attenuating customer dissatisfaction; how a company deals with such issues can reduce or worsen customer dissatisfaction.

As digital convenience reached its peak, consumers want their food to arrive rapidly and precisely (Lee, Sung, Jeon 2019).. The Platform-to-Consumer model that involves third-party delivery platforms along with restaurants complicates the delivery chain with increased number of points of error disrupting the seamless delivery experience because of the added complexity in a delivery process (Analysis of critical success factors for Six Sigma implementations in online food delivery industry). Knowing how Restaurant-to-Consumer and Platform-to-Consumer models differ is important because, depending on the characteristics of disruption, customers tend to put the blame on different parties. When problems related to Restaurant-to-Consumer operations arise, they are treated as the restaurant's problem. On the other hand, failures in the case of the Platform-to-Consumer are seen as a problem lying either with the delivery platform or its logistics (Suhartanto et al. 2019).

The COVID-19 pandemic has enhanced dependence on food delivery services, hence making service disruptions even more consequential (Felix et al.). With more and more people having to depend on these services for safe and reliable access to food, the challenge upon the industry to limit failures and come up with better recovery strategies has grown manifold (Rapaccini et al. 2020). The pandemic also raised the benchmarks of safety and hygiene standards, with customers expecting contactless delivery options and rigid adherence to health guidelines adding another layer of complexity in service provision (Hobbs 2020).

Technology remains highly involved in both averting and causing service disruptions. The enhancement of order processing, route optimization, and real-time tracking has dramatically taken the ability to handle any potential issue and avert disruption to a new level (Real-time motion planning methods for autonomous on-road driving: State-of-the-art and future research directions - ScienceDirect). On the other hand, strong reliance on technology opens up new paths to disrupting services, such as through failure or even

breach of software. In addition to this, it requires strong IT support and backup systems and strategies against failure of technologies whenever necessary (Singh et al. 2021).

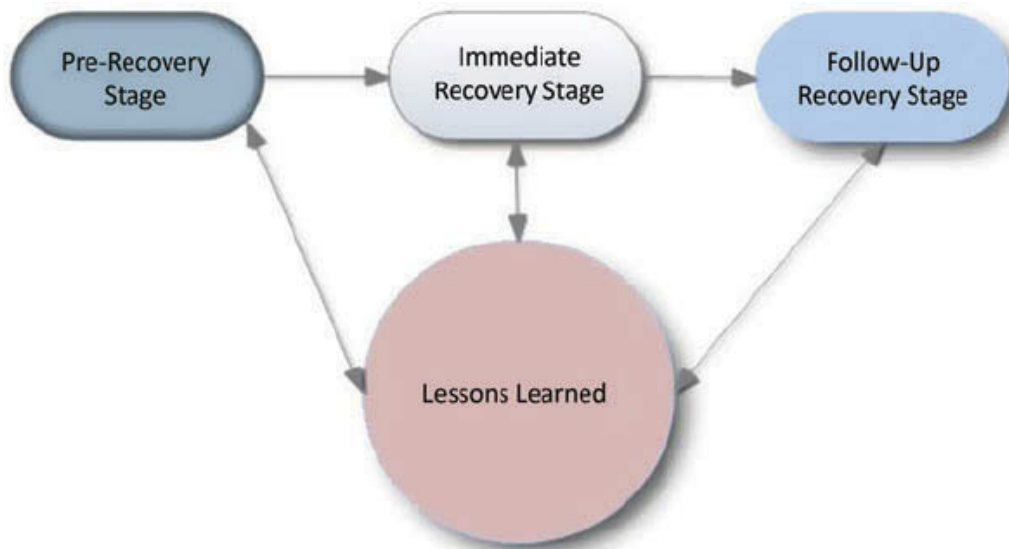
## **2.5 Service Recovery in the Food Delivery Industry**

Service recovery is especially difficult in the context of food delivery since customers' needs are met in real time and the food item is unique (McDowall & Boudreau 2022). When there is service failure, for instance; delayed delivery, wrong order, or poor quality food, the customer's dissatisfaction must be placed immediately so as not to erode their trust (Aslam, Ham, & Arif 2021). Carmen et al. (2022) have pointed that in this sector, the efficacy of service recovery is closely linked to the speed and communication. Even more, during the process of service recovery, customers' expectations should be exceeded (Kaur et al. 2022).

In this case, various technologies for online food ordering and delivery have shifted service recovery into real-time (Sedighi et al. 2022). Electronic commerce and mobile apps and online services facilitate instant feedback from the customers and recovery operations (Kaur et al. 2022). It is no longer a secret for service providers to handle complaints and customers' outcomes, entirely new mechanisms of their recovery processes have become more transparent and accountability is increased (Gao et al. 2022).

The use of third-party delivery services adds layers of contextual complexity in service failure and recovery, mainly because of the role demarcation issue in case any incident occurs (Gannon et al. 2022). Consumers demand omnichannel service, meaning that as far as they deal with a restaurant, be it personally, or through an application (Çelik, Özkan, Tektaş, & Kavak 2024). Therefore, there is need of harmonized strategy adopted by these parties towards service recovery (Dickinger and Lalicic 2017).

**Figure 7 - Four-stage of service recovery model (Murphy 2014)**



## **2.6 Digital Management in Service Industries**

Digital management is one of the foundational pillars of the current service industries as it helps the industries to adapt to the modern day challenges in business operations and customers' demands (Chin et al. 2023). An example is the use of digital technology in the airline industry to address issues related to bookings, customer relations, and operations, including the original e-ticketing system by Delta Air Lines (Calle et al. 2020). It is crucial in the sectors due to its direct impact on service responsiveness, client experience, and strategic approach (Ardolino et al. 2018).

### **2.6.1 Digital Management in the Food Delivery Industry**

Digital management takes center stage in the food delivery context to orchestrate the end-to-end process of food ordering and delivery. There has been a gigantic flow recently towards dependence on digital platforms—and this only increased with the COVID-19 pandemic. For example, food delivery companies have responded promptly to the enhanced demand for contactless transactions, and integrated various safety features into their products to reassure customers that the sector is fast-moving in response to global challenges (Muangmee et al. 2021).

A number of critical functions are carried out by digital management systems in this particular sector. This means the management of online ordering systems, integration with restaurants' operational workflow, coordination of delivery logistics, and collection of customer feedback. For example, food delivery apps such as Uber Eats and Just Eat offer real-time GPS tracking for deliveries, sophisticated algorithms for order dispatching,

and user-friendly interfaces to facilitate customer ordering and feedback (Dsouza & Sharma 2020). According to Furinto et al. (2022), these are digital capabilities necessary for the development of trust and reliability with customers.

Digital management has been a phenomenal success in the food delivery industry through platforms that have harnessed data analytics and AI to make the customer experience as personalized as possible. These are parallel to Netflix's recommendation system but attuned to taste preferences and ordering history (Habib, Irfan, & Shahzad 2022). Based on this data-driven approach, food delivery services are empowered with the capability to anticipate customers' needs, proffer suggestions of tailored offerings, and optimize routes for delivery.

The journey of digital management tools is never an endpoint; emergent technologies continue to open up new paths and throw challenges at every turn (Galhotra & Dewan 2020). Advanced data analytics, artificial intelligence, and user experience principles at the core of digital management platforms constantly set new boundaries regarding what is considered customer service and efficient operation (Aldoseri, Al-Khalifa, & Hamouda 2024).

### **3. Methods**

In view of this project—an impact analysis on service disruptions to customer satisfaction and loyalty in the context of the food delivery industry—the approach to be adopted for this research is a mixed-method one. This will be conducted using variables of quantitative surveys and qualitative interviews that run in parallel to generate results that complement each other on how service disruptions interfere with consumer behavior and business responses. The methodology section that follows expounds on the design, sampling strategy, data collection methods, data analyses techniques, and ethical considerations in this study.

This design was chosen to tap into the strengths of both quantitative and qualitative so that more depth on complex phenomena can be understood better. Quantitative methods are very efficient in collecting data from large samples, which supports generalization to a larger population. They are good at quantifying variables and determining patterns or trends. On the other hand, qualitative methods investigate the contextual and subjective experiences of participants; it therefore gives a rich and detailed exploration about the phenomena under investigation that the quantitative methods might miss out on their own (Denzin & Lincoln 2011).

The dual approach is also supported by the methodological literature, suggesting that mixed methods provide a more in-depth understanding of research problems than can be derived from a single method. Creswell and Plano Clark (2011) write, "Importantly, in using mixed methods, studies reach a more balanced and nuanced understanding of the impacts of service disruptions within the food delivery sector by integrating different but complementary data forms." Most significantly, this happens in the dynamic context of food delivery, where technological, operational, and human factors act out in interactions that dramatically change everything.

#### **3.1 Research Methods**

##### **3.1.1 Quantitative Research Methods**

The choice of quantitative methods in this study, which are efficient in collecting data from large samples, is so supportive of its generalization to a larger population. According to Creswell and Plano Clark (2011), these methods will be efficient at quantifying variables and will establish patterns or trends in the data. In this work, quantitative methods were used to collect data among a large group of persons in the

French-speaking part of Switzerland called Suisse Romande so that general trends and correlations associated with food ordering services can be identified.

### **3.1.2 Methods of Qualitative Research**

Further to that, qualitative methods in this research supplemented the quantitative approach. Such methods take into consideration the investigation concerning contextual and subjective experiences of participants, offering an exploration of phenomena under investigation (Denzin & Lincoln, 2011).

In this study, qualitative methods were employed to gain a deep understanding of the experiences concerning service providers and customers of food delivery services that have been affected by service disruptions. This would mean an in-depth comprehension of the effects of those disruptions, probably capturing subtle nuances of which quantitative data might miss. A mixed-method approach was, therefore, adopted to combine the strengths of both methods. In the methodological literature, there is support for applying dual approaches; mixtures of methods are likely to give a more complete understanding of research problems than can be attained with one method alone. In this research, bringing together the different but complementary forms of data concerning service disruptions in the food delivery sector will obtain a much more balanced and nuanced understanding.

## **3.2 Data Collection**

### **3.2.1 Population**

This research is focused on the French-speaking part of Switzerland, also known as Suisse Romande. Areas include Vaud, Geneva, Fribourg, and Neuchâtel within this region; cities like Lausanne and Geneva alone attract a big group of youngsters and students. For this research, the targeted population would be those from Generation Z and Millennials, who are recognized as the biggest group of people ordering food online in this region. A recent study shows that these age categories use food delivery services frequently and prefer online platforms to satisfy dining needs (Statista 2023).

### **3.2.2 Sampling Technique**

Random sampling techniques were applied to ensure that the samples used in the quantitative section of the research were representative. Random sampling involves

segmentation of a population into groups and then randomly picking samples. This approach was based on factors such as age, level of income, and usage rates of food delivery services. Samples from all these different groups were picked at random to include diverse and inclusive responses to the survey. It was applied to improve the reliability and generalization capacity so that the findings can be extended to the larger population under study (Kumar 2014).

For the qualitative part of this work, selective sampling was used. The targeted participants were those who had expertise or experience with service disruptions in the food delivery industry. This therefore picked people from all walks of services: industry leaders, customer support agents, delivery drivers, customers who have used these services before. The approach was to select those who had experienced service interruptions and were willing to speak about their impact (Patton 2002).

### **3.2.3 Sample**

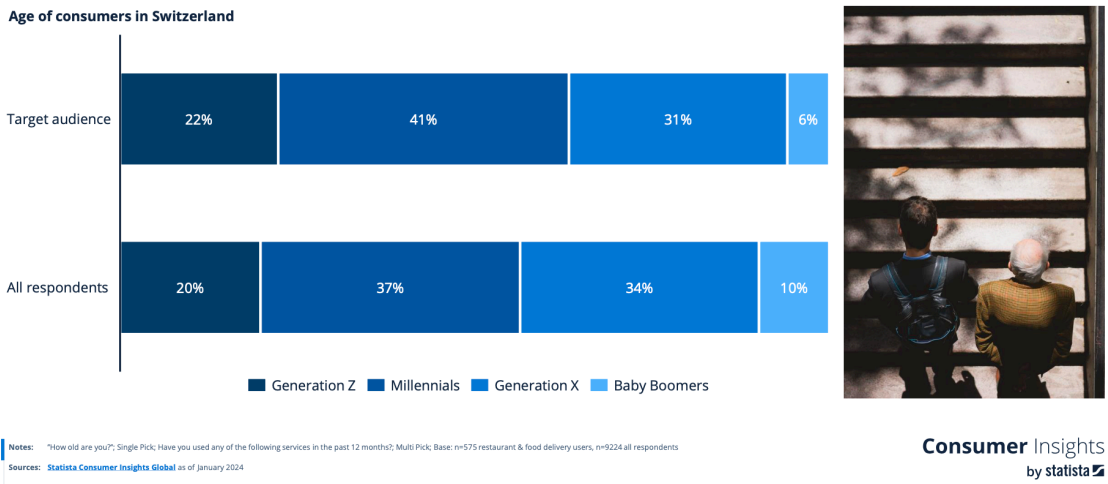
The sample for this research was carefully chosen to represent the population of Suisse Romande. In the instance of the quantitative survey, an effort was to motivate respondents by sending out questionnaires via social media, specialized forums, and direct emails. The scope of the survey was quite wide in covering experiences and opinions pertaining to service failures, with emphasis on how these failures influenced customer satisfaction and loyalty. Special attention was paid to involving respondents living in areas with large youth and student populations, such as the city of Lausanne, Fribourg, which hosts the University of Fribourg. These places were chosen in line with the focus on research among Generation Z and Y, who are, as previously mentioned, heavy users of food delivery services. This strategy ensured that the sample accurately represented the targeted population (Watson 2024).

In the case of the qualitative interviews, the respondents were various stakeholders in food delivery services: influential persons in managerial positions, customer service agents, and drivers. Moreover, customers who have faced failures of services were sampled to give an all-rounded view of the problem from different perspectives.

**Figure 8 - Restaurants and food delivery users in Switzerland (Statista 2024)**

Restaurant & food delivery users tend to be younger, 41% are Millennials

Demographic profile: life stages



### **3.3 Research Design and Collection Process**

The data collected through structured interviews, either face-to-face or video calls, depending on where the participants were located and their availability. The questions in the interviews are open-ended to elicit responses from participants regarding their experience with service disruptions, assess how well the company reacted, and provide recommendations for improvement (Kvale 1996). Discussions with food delivery companies are oriented to the challenges lying ahead and strategies to tackle disruption, while conversations with delivery staff and customer service agents reveal experiences at the front line and how they respond.

### **3.4 Data Analysis Techniques**

Statistical analyses of the survey data were conducted using online software. Descriptive statistics provided baseline information, while inferential analyses—such as regression—examined the relationships between service disruptions and customer loyalty (Field 2013). Data analyses will be conducted to identify variables related to frequency of use, disruption types and demographic factors that portray trends or correlation.

Transcribed data from the interviews were subject to a thematic analysis, which is a process that involves identification of emergent themes across the dataset (Braun & Clarke 2006). By such an approach, patterns and insights into how and why service disruptions influence customer behavior/attitudes have been explored. These

approaches have been discussed with a view to appreciate the influence of "response time," "effectiveness of communication," and "compensation in case of disruptions" on customer satisfaction and loyalty.

To this end, the study integrates quantitative and qualitative data to project a comprehensive view of how service failures in food delivery companies impact customer satisfaction and loyalty. By using a mixed-method approach, one allows triangulation, further raising the validity of the findings and providing insight into a richer and more subtle understanding of the research problem.

### **3.5 Validity and Reliability**

This entire study was done with major concerns over the validity and reliability of the research. Firstly, validity was guaranteed by structuring very relevant questions in the survey and topics for interviews, very close to their parent research objectives (Yin 2018). This was further confirmed through pre-testing that established clarity of questions and their effective capture of intended concepts, such as customer satisfaction and loyalty. Moreover, the participants were selected such that they are representative of a large proportion of food delivery service users in the French-speaking part of Switzerland, thereby further increasing generalizability to comparable populations.

Reliability was attained through the application of consistent procedures in data collection. The same questions were put across to all the respondents, and the mode of questioning remained the same to ensure consistency in the various responses that were obtained (Patton 2015). In the case of qualitative data, interview transcripts were verified to check that the transcriptions drawn from them are consistent and unbiased by individual bias. Such measures have been taken so that the findings of the research are dependable and truly representative of the experiences of participants.

### **3.6 Limitations**

While this study is full of insightful information, consider the limitations. First of all, while the sample size was useful for preliminary results, it may not be appropriate to capture enough varieties of responses in the Swiss food delivery market. Second, it focused on one regional area—Suisse Romande—and was mainly French-speaking, therefore reducing the degree to which findings would be transferable to other Swiss areas or other countries. It does not explore the potential differences that could arise if the study included the entire Swiss market. The focus on a single region may limit the generalizability of the findings to the whole country. Since the food delivery industry

undergoes fast-paced changes, the findings may quickly become outdated as new technologies and market conditions arise. Further research can be done to include larger and more varied samples, perhaps carrying out some over time. This will help in understanding the change.

### **3.7 Ethical Considerations**

Of central concern to this study were the ethical issues around the research in itself, as well as protecting the rights of the participants. Each participant was to be clearly informed of the purpose and procedures of the study, the rights of participants, and measures to ensure privacy and confidentiality (Orb, Eisenhauer, & Wynaden 2001). Personal data will be anonymized and confidential. They will also be advised on their right of withdrawal from the study at any point in time.

The approach for this study is within the ethical standards set by the research ethics board at school, whereby all the procedures are done in a way that is respectful and protective of participants (Israel & Hay 2006). It also adheres to the online survey and digital data collection implicitly endowed with ethical guidelines that would have risen about digital privacy and data security.

## 4. Results

### 4.1 Survey

The results of the survey with respect to the impact of service disruptions on customer satisfaction and brand loyalty in the food delivery industry are presented in this section for the Suisse Romande region. The demographic coverage was quite wide, with a special focus on Generation Z and Millennials—food delivery's largest consumers. Results offer insight into the user experience, citing that service disruption is very high and has an impact on customer loyalty and satisfaction.

- **Demographic Profile of Respondents**

The survey gathered responses from 68 participants, providing a substantial sample for analysis. The demographic distribution of the respondents is as follows:

- **Age Distribution:**

- 47% (28 respondents) were aged between 18 and 24 years.
- 48% (29 respondents) were aged between 25 and 34 years.
- The remaining respondents were distributed among other age groups, with minimal representation of those over 35 years.

This age distribution aligns with existing literature, which identifies Generation Z and Millennials as the main users of digital food delivery services. These age groups are recognized for their technological savviness and preference for convenience, making them particularly relevant to this study.

**Table 1 - Overview of the different generations**

Generation	Birth Years	Characteristics	Technology Usage	Customer Service Preference
<b>Baby Boomers</b>	1946-1964	Loyal to brands, less tech-savvy	Limited use of apps and digital platforms	Prefer phone-based customer service

<b>Generation X</b>	1965-1980	Values reliability, convenience-oriented	Adopted technology in adulthood	Email and phone-based customer service
<b>Millennials</b>	1981-1996	Tech-savvy, frequent online shoppers	Comfortable with apps and digital platforms	In-app messaging and social media support
<b>Generation Z</b>	1997-2012	Highly tech-savvy, prefers mobile apps, values speed	Heavy reliance on mobile apps	24/7 live chat, AI-powered support

- **Gender Distribution:**

- 72% (43 respondents) identified as female.
- 28% (17 respondents) identified as male.

The higher female participation could reflect a trend where women are more likely to engage with survey-based research or possibly a higher propensity among women to use food delivery services. This gender distribution provides a balanced view, though slightly skewed towards female users, which is important to consider when analyzing the impact of service disruptions.

- **Employment Status:**

- 44% (26 respondents) were students.
- 29% (17 respondents) were employed full-time.
- 24% (14 respondents) were part-time employees.
- A small percentage were self-employed or unemployed.

The high percentage of students aligns with the target demographic of younger users often found in university towns such as Lausanne and Fribourg. This employment status

distribution helps understand the economic backdrop of the respondents, which can influence their sensitivity to service disruptions and their loyalty to specific platforms.

- **Household Composition:**

- 27% (16 respondents) lived alone.
- 25% (15 respondents) lived with one other person.
- 47% (28 respondents) lived in households with three or more people.

The household composition data is significant as it can impact ordering frequency and preferences. Single-person households might order differently compared to larger households, which could influence their tolerance for service disruptions and expectations from food delivery services.

- **Geographic Distribution:**

- 86% (51 respondents) resided in Suisse Romande.
- Other regions had minimal representation, including Suisse Alémanique and neighboring France.

Focusing on the Suisse Romande region ensures that the survey results are highly relevant to the local context, considering regional preferences, cultural differences, and specific operational dynamics of food delivery services in this area.

- **Usage Patterns of Food Delivery Services**

The frequency and patterns of using food delivery services varied significantly among respondents:

- **Frequency of Use:**

- 12% (6 respondents) never used food delivery services.
- 35% (18 respondents) used them 2-3 times per year.
- 43% (22 respondents) used them once a month.
- 8% (4 respondents) used them once a week.
- A small minority used them 2-3 times per week, 2% (1 respondent).

This frequency data is crucial in understanding the engagement levels of different demographic segments with food delivery services. Monthly users form the largest

group, indicating a significant market segment that relies on these services regularly but not daily. This group is likely to be highly sensitive to service disruptions as their usage pattern suggests a reliance on convenience and timely service.

- **Preferred Food Delivery Platforms:**

- UberEats emerged as the dominant choice, with 92% (44 respondents) using it.
- 15% (7 respondents) used Smood.
- 23% (11 respondents) used JustEat.
- Other platforms such as Dein Deal and Hop Delivery had negligible usage.

This leading presence taken by UberEats points to the dominance that it held in aspects to do with the market and population preference in Suisse Romande. At the same time, it would be logical to assume that the mass restaurant network, the informal language level, and the effectiveness of the logistics delivery in this case would contribute to the popularity of this platform. The scenarios that defined this preference for UberEats might provide understanding to what aspects users seem to value most, this seems important to inform strategies of competing platforms.

- **Primary Reasons for Choosing a Delivery Service:**

- Availability of desired restaurants (21% 11 respondents).
- Speed of delivery (21% 11 respondents).
- Promotional offers (25% 13 respondents).
- Ease of use of the platform (10% 5 respondents).
- Regional presence and delivery price were also notable factors.

The reasons for choosing a specific platform shed light on the key drivers of customer satisfaction and loyalty. The availability of desired restaurants and promotional offers are significant factors, indicating that users prioritize variety and cost-effectiveness. Speed of delivery is also crucial, reflecting the importance of timely service in maintaining customer satisfaction.

- **Experience with Service Disruptions**

This proves that a fair number of the respondents experienced disruptions to service, which entails delays in delivery, wrong orders, or cancellations. The breakdown of the findings is presented below:

- **Incidence of Service Disruptions:**

- 80% (36 respondents) reported encountering issues such as delivery delays, incorrect orders, or cancellations.

This high incidence rate indicates a prevalent issue within the food delivery service landscape. This underscores the need for the platforms to address operational inefficiencies and improve reliability if customer satisfaction is to be enhanced.

- **Impact on Overall Satisfaction:**

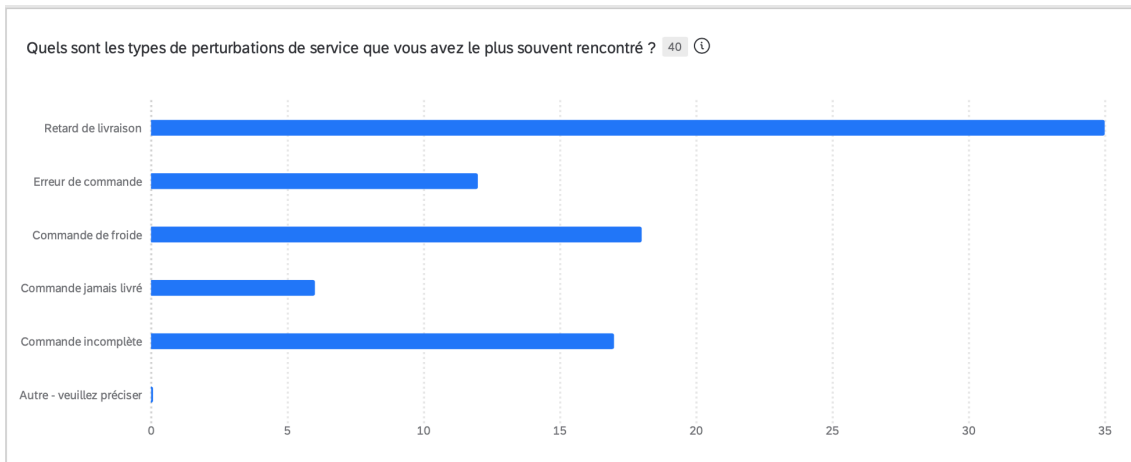
- 47% (21 respondents) somewhat agreed, and 27% (12 respondents) strongly agreed that service disruptions had a major impact on their satisfaction.

The significant impact of service disruptions on customer satisfaction emphasizes the critical role of reliability in the food delivery experience. Service disruptions not only affect immediate satisfaction but can also influence long-term loyalty and brand perception.

- **Types of Disruptions Encountered:**

- Delivery delays (88% 35 respondents).
- Incorrect orders (45% 18 respondents).
- Cold food upon delivery (43% 17 respondents).
- Missing items (15% 6 respondents).

**Figure 9 - Survey responses on the most encountered type of disruptions**



Understanding the types of disruptions helps identify specific pain points that need addressing. Delivery delays are the most common issue, which suggests a need for better logistical management and real-time tracking improvements.

- **Customer Reactions to Service Disruptions**

The survey explored how customers responded when faced with service disruptions:

- **Actions Taken in Response to Disruptions:**

- 60% (26 respondents) reported contacting customer service.
- 35% (15 respondents) left negative reviews.
- 30% (13 respondents) chose to share their negative experiences with others.
- 28% (12 respondents) considered switching to a different delivery platform.

The various responses indicate that service disruptions lead to active dissatisfaction, with customers taking measures that can harm the platform's reputation. Contacting customer service is the most common response, highlighting the importance of having an efficient and responsive customer support system.

- **Awareness of Digital Management Strategies:**

- 64% (28 respondents) were aware of strategies such as real-time order tracking, proactive notifications, and customer support chatbots.

The evaluation of these digital management strategies showed:

- 58% (25 respondents) found them effective.
- 30% (13 respondents) found them somewhat effective.
- A small percentage (7% 3 respondents) found them ineffective.

Awareness and effectiveness of digital management strategies are crucial for mitigating the impact of service disruptions. Real-time tracking and proactive notifications can significantly enhance the user experience by providing transparency and timely updates.

- **Effectiveness of Service Recovery Efforts**

Service recovery efforts following a disruption were evaluated for their effectiveness in resolving customer issues:

- **Incidence of Service Recovery Efforts:**
  - 62% (26 respondents) had benefited from such efforts, including refunds, discounts on future orders, personalized apologies, and free re-deliveries.

The implementation of service recovery efforts shows that platforms recognize the importance of addressing disruptions. However, the effectiveness of these efforts varies, impacting their ability to retain customer loyalty.

- **Effectiveness of Service Recovery Efforts:**
  - 46% (16 respondents) found them effective.
  - 14% (5 respondents) found them very effective.
  - 29% (10 respondents) found them somewhat effective.
  - 11% (4 respondents) found them ineffective.

The mixed effectiveness ratings suggest that while service recovery efforts are appreciated, there is room for improvement in their implementation. Personalized apologies and timely compensation can enhance the perceived effectiveness of these efforts.

- **Most Appreciated Recovery Measures:**
  - Refunds (57% 24 respondents).
  - Discounts on future orders (14% 6 respondents).
  - Personalized apologies (5% 2 respondents).

- Free re-delivery of the order (10% 4 respondents).
- Offering a free meal for the next order (14% 6 respondents).

Refunds and discounts are the most appreciated recovery measures, indicating that financial compensation is a key factor in appeasing dissatisfied customers. Personalized apologies and free re-delivery also play significant roles in maintaining customer satisfaction and loyalty.

**Table 2 - Common Service Recovery Strategies**

<b>Recovery Strategy</b>	<b>Description</b>	<b>Effectiveness</b>
Refunds	Returning the full or partial amount paid for the order	High
Discounts on Future Orders	Providing a percentage off on the next purchase	Moderate
Personalized Apologies	Offering a personalized apology via phone, email, or app message	Low to Moderate
Re-delivery	Delivering the correct order or missing items at no extra cost	High
Compensation Vouchers	Offering vouchers for free items or specific amounts to be used on future orders	Moderate
Proactive Notifications	Informing customers in advance about potential delays or issues	High

- **Customer Loyalty and Continued Usage**

The likelihood of continuing to use a delivery platform after encountering a disruption varied among respondents:

- **Likelihood of Continued Usage:**

- 40% (17 respondents) were somewhat likely to continue using the platform.
- 30% (13 respondents) were neutral.
- 21% (9 respondents) were somewhat unlikely.
- 7% (3 respondents) were very likely to stop using the platform.

These findings suggest that while a substantial number of users are willing to continue using a platform despite disruptions, there is a significant portion that may reconsider their usage. Effective service recovery and improved reliability can help mitigate this risk.

- **Influence on Recommendations:**

- 40% (17 respondents) indicated that disruptions were very important in their decision to recommend the platform.
- 33% (14 respondents) found it moderately important.
- 17% (7 respondents) found it somewhat important.
- 10% (4 respondents) found it not important at all.

Service disruptions heavily influence recommendations, with many respondents indicating that their likelihood to recommend a platform is affected by their experiences with service disruptions. This underscores the importance of maintaining high service standards to encourage positive word-of-mouth.

- **Importance of Rapid Resolution and Digital Strategies**

The importance of quickly resolving service disruptions and the role of digital strategies were highlighted:

- **Importance of Rapid Resolution:**

- 56% (24 respondents) considered it very important.
- 30% (13 respondents) found it moderately important.
- 9% (4 respondents) found it somewhat important.
- 5% (2 respondents) found it not important.

Rapid resolution of issues is critical for customer satisfaction, as delays in addressing problems can exacerbate dissatisfaction and lead to negative reviews and loss of loyalty.

- **Importance of Digital Strategies:**

- Digital strategies for resolving service disruptions were deemed critical for customer loyalty and engagement:
- 58% (25 respondents) found them very important.
- 14% (6 respondents) found them extremely important.
- 19% (8 respondents) found them moderately important.
- 9% (4 respondents) found them somewhat important.

Digital strategies, including real-time order tracking, proactive notifications, and efficient customer support, are vital in managing service disruptions and maintaining customer loyalty. Their importance is reflected in the high ratings given by respondents.

The survey results provide valuable insights into the experiences and perceptions of food delivery service users in Suisse Romande, particularly among Generation Z and Millennials. The high incidence of service disruptions and their significant impact on customer satisfaction and loyalty highlight the need for robust service recovery strategies and effective digital management solutions. Delivery platforms like UberEats, which dominate the market, must prioritize the rapid resolution of issues and leverage digital tools to enhance customer experience and maintain loyalty. Refunds, discounts, and personalized apologies emerge as effective recovery measures that can mitigate the adverse effects of service disruptions. The findings underscore the critical importance of service reliability and responsiveness in the competitive food delivery industry, providing actionable insights for improving service quality and customer retention.

## **4.2 Interviews**

**Table 3 - Profiles of the Interviewees**

<b>Interviewee</b>	<b>Role</b>	<b>Gender</b>	<b>Experience</b>	<b>Key Responsibilities</b>	<b>Location</b>
<b>Respondent A</b>	Communications Manager	Male	4 years	Overseeing public affairs, public relations, communications,	Switzerland (German-speaking regions and

				and brand PR within Switzerland	Suisse Romande)
<b>Respondent B</b>	Customer Service Representative	Female	3 years	Handling customer inquiries, resolving complaints, managing order tracking, and collecting feedback	Suisse Romande
<b>Respondent C</b>	Delivery Driver	Female	2 years	Collecting orders from restaurants, ensuring timely and accurate deliveries, navigating traffic, and interacting with customers	Suisse Romande

#### 4.2.1 Interview with a Food Delivery Company Representative

This section summarizes the results of an interview conducted with a representative of one of the big food delivery companies operating in Switzerland. The interview was carried out to gain insight into firm operations in Suisse Romande, understand operational challenges and service disruption issues, get insight into how customer satisfaction and loyalty have been maintained, and obtain information on other loyalty-mining strategies applied by that company.

##### Overview of the Representative's Role and Experience

The interviewee comes with a great deal of experience in the food delivery market, as she started working for this company in 2020 as an agent in customer service while studying. Some time later, she moved to account management, where she handled relationships with restaurants based in Zurich, and became the Communications Manager. For example, she is in charge of public affairs, public relations, communications, and brand PR, including outbound and internal communications in Switzerland.

## Company Operations in Suisse Romande

The firm operates throughout the whole of Switzerland. Main hubs for couriers are located in Geneva, Lausanne, Fribourg, and Vienna. Geneva is another key town where this company is very prominent. This food delivery company has strong competitors in French-speaking Switzerland, where the business implicitly was leading the market. The difficulties of recruiting couriers were pointed out as one of its critical operational issues since it employs them while some rivals use independent contractors to make their deliveries.

## Key Operational Challenges

- **Hiring Couriers:** One of the major challenges is managing and retaining couriers. This company directly hires couriers and pays for hours worked, even during time spent not delivering orders. Unlike some of its competitors, which are hiring couriers as independent contractors, it has a hard time controlling costs with this direct employment model, mostly during periods with low order volumes.
- **Service Disruptions:** The respondent identified a few common service disruptions, mostly human errors like the incorrect address of clients or non-availability of clients at their places. One more prominent reason for the delay is restaurants' inability to properly comprehend or use the company's system which may keep the couriers waiting at restaurants for orders not ready causing further delay.
- **Competition in Suisse Romande:** The Company's relative strength in Suisse Romande, where it is less dominant and faces robust local competitors with strong international services, contributes to this partial weakening. The brand is more projected in the German-speaking parts of Switzerland; hence, these factors raise more challenges while expanding its market share within Suisse Romande.

## Service Disruptions and Their Management

The company encounters various types of service disruptions, which can broadly be categorized into customer-related and restaurant-related issues:

- **Customer-Related Issues:**

- **Incorrect Addresses:** Quite often, customers enter the wrong addresses, due to which sometimes it becomes next to impossible for couriers to deliver orders timely.
- **Un-reachable Customers:** Difficulties may happen because sometimes customers are not available to receivers, their orders. This may delay and result in additional attempts to contact the customer.
- **Restaurant-Related Issues:**
  - **Order Confirmation Delays:** Many restaurants do not confirm orders immediately or they give the wrong preparation time, and then the couriers end up waiting.
  - **Operational Inefficiencies:** The smallest of restaurant players, typically independent restaurants, might not be so savvy technologically and logarithmically efficient at handling online orders, therefore causing delay and inaccuracy.

To address these disruptions, the company employs several strategies:

- **Limiting Courier Orders:** Couriers are restricted to carrying a maximum of two orders at a time to ensure timely delivery and reduce errors.
- **Push Notifications:** Restaurants will get multiple push notifications to put up their status during holidays and peak times.
- **Flow Customization:** Company customizes operational flows for the different types of restaurants. For example, fast food chains will get orders sent to them only when the courier is on his way, while independent restaurants receive orders first and set the preparation time.

### **Customer Satisfaction and Loyalty Impact**

The interview brought out the company's focus on high customer satisfaction and brand loyalty in spite of operational problems:

- **Human Error Impact:** The interviewee did not specify the exact frequency at which human error occurred, but it was a blind guess—less than 5% of all orders. These errors reflect into incorrect timing in order preparation by restaurants, hence resulting in courier waiting time, and identity consequence of delayed delivery.

- **Customer Service Response:** Fast and prompt service to the customers while addressing complaints and issues is the watchword of the company. They have many channels for customer care, such as by phone, chat, and email, to ensure that inquiries from customers are answered right away. This is quite important in maintaining customer satisfaction at a high level.

### **Service Recovery Efforts**

The company has a structured approach toward service recovery. It includes the following steps:

- **Vouchers and Refunds:** Based on the extent of delay or issue, the company provides their customers with vouchers for their next order or partial/full refunds.
- **Customer Satisfaction Metrics:** Even with occasional delays, customer satisfaction holds at over 95%. This expresses a high brand loyalty level because there is effective service recovery in place as well as responsive customer support.

### **Innovative Solutions**

The company has implemented a number of technology-driven solutions to help improve customer engagement and handle disruptions more effectively:

- **Real-Time Order Tracking:** Customers can track their orders in real-time, which reduces anxiety about delays and improves transparency.
- **Courier App:** This will now enable independent restaurants, using their own couriers, to be able to track the orders through an app belonging to the restaurant, much like the company's own couriers.

The interview provided valuable insights into the operational challenges and strategies of a leading food delivery company in Switzerland. Despite facing significant competition and operational hurdles in the French-speaking regions, the company has implemented effective measures to manage service disruptions and maintain high customer satisfaction and loyalty. By focusing on responsive customer service, innovative technology solutions, and tailored operational strategies, the company continues to enhance its service quality and customer experience.

The interview granted very good views into the operational challenges and strategies of one of the businesses leading in food delivery within Switzerland. Within the context, considering the considerable competition and operational challenges presented by

French-speaking cantons, effective measures have been put in place by this food delivery company regarding managing service disruptions and guaranteeing a high rate of customer satisfaction and loyalty.

#### **4.2.2 Interview with a Customer Service Representative (CSR)**

This summarizes the findings from an interview with a Customer Service Representative from one of the biggest food delivery companies in Switzerland. This gave insight into the daily operations, common pitfalls, and experiences of interactions with customers that affect customer satisfaction and loyalty. The interview shows events concerning the CSR in ensuring smooth operations and effectively meeting the needs of their customers.

##### **Overview of the Representative's Role and Experience**

The Customer Service Representative has spent the last three years at this company. Their journey started right after the boom in the food delivery sector and thus gave them an excellent experience in handling most of the customers' problems. The candidate plays a very critical role in bridging the gap between customers and the company by ensuring all issues raised by customers are addressed effectively and on time.

##### **Key Responsibilities and Daily Operations**

The Customer Service Representative's primary responsibilities include:

- **Order Inquiry Handling:** Attend promptly to all customer inquiries about their orders, delivery timescales, and payment problems through telephonic conversations, chat, and emails. It involves not only information but reassurance and the setting of correct expectations.
- **Resolving Complaints:** Dealing with customer complaints regarding service disruption, incorrect ordering, or delays. A CSR needs to maintain calm and composure during all pressure phases to retain the relationship.
- **Order Tracking:** Provide real-time order tracking for customers and update them on their delivery status. This requires understanding the tracking system used by the company and the know-how to handle any trouble arising out of it.
- **Feedback Collection:** Collecting feedback from customers to improve service quality and reporting common issues to management. This feedback is crucial for identifying patterns and implementing improvements.

## Common Challenges Faced

- **Service Disruptions:** The most frequent issues include delivery delays, incorrect orders, and cold food. These disruptions are often caused by logistical challenges, restaurant errors, or unforeseen circumstances such as traffic. Each disruption requires a tailored response to manage customer expectations and maintain satisfaction.
- **High Call Volume:** During peak times, the CSR handles a high volume of calls, which can be overwhelming. Managing these efficiently while providing quality service is a significant challenge.
- **Technological Issues:** Occasionally, the company's order management system faces glitches, causing delays in order processing and tracking, which frustrates customers. The CSR needs to be adept at navigating these systems and providing quick solutions.
- **Managing Expectations:** Customers often have high expectations for prompt service. Balancing these expectations with the realities of delivery logistics can be challenging, especially when delays are unavoidable.

## Customer Interaction and Satisfaction

- **Communication Skills:** Effective communication is crucial. The CSR emphasizes empathy and clear communication to ensure customers feel heard and understood. This helps in de-escalating situations and maintaining customer satisfaction.
- **Problem-Solving:** Quick and effective problem-solving is vital. The CSR uses predefined protocols to resolve issues swiftly, such as issuing refunds, providing discounts, or arranging re-deliveries.
- **Feedback Loop:** The CSR collects feedback and communicates common issues to the operations team. This feedback loop is essential for continuous improvement and helps in addressing recurring problems.

## Strategies for Enhancing Customer Satisfaction

- **Proactive Communication:** The company has implemented proactive communication strategies, such as sending out notifications about potential delays and real-time order tracking, which have significantly reduced the number of complaints.

- **Training and Development:** Regular training sessions are conducted for CSRs to improve their problem-solving skills and update them on new policies and technologies. This helps in enhancing the overall customer service experience.
- **Customer Loyalty Programs:** Implementing loyalty programs, such as offering discounts to frequent customers or those who have experienced disruptions, helps in retaining customers. These programs also provide an incentive for customers to continue using the service despite occasional issues.

The CSR's insights highlight the importance of effective communication, quick problem resolution, and proactive strategies in maintaining high levels of customer satisfaction and loyalty. Despite the challenges, the representative's role is crucial in ensuring a positive customer experience, which is essential for the company's success in a competitive market. The interview underscores the need for continuous improvement and adaptation to customer needs to sustain loyalty and satisfaction.

### 4.2.3 Interview with a Delivery Driver

This section summarizes the results of the interview with a delivery driver for one of Switzerland's leading food delivery companies. This was sought to understand daily operations, challenges in carrying out this job, and his view of service disruptions and interaction with customers. The interview exposes a first-hand view of operational realities and strategies to execute timely deliveries while ensuring customer satisfaction.

#### Overview of the Driver's Role and Experience

He has been driving for two years. This respondent started this particular career precisely at times of increased demand: during the most acute outbreaks of COVID-19. His tasks include picking up orders from the restaurants, making on-time deliveries to customers, and troubleshooting problems arising in the course of delivery. That makes them invaluable for insights into logistical and customer service sides of food delivery.

#### Key Responsibilities and Daily Operations

The delivery driver's primary responsibilities include:

- **Order Collection:** Picking up orders from restaurants, ensuring that the orders are complete and accurate. This involves checking the items against the order list and coordinating with restaurant staff if there are any discrepancies.

- **Timely Delivery:** Delivering orders to customers within the estimated delivery time, navigating through traffic and varying weather conditions. The driver uses GPS and real-time traffic updates to find the most efficient routes.
- **Customer Interaction:** Interacting with customers during delivery, addressing any immediate concerns or questions they may have. This often requires good communication skills and a friendly demeanor to enhance the customer experience.
- **Reporting Issues:** Reporting any problems encountered during delivery, such as incorrect orders or customer complaints, to the customer service team. This helps in addressing issues promptly and improving future service.

### Common Challenges Faced

- **Traffic and Navigation:** Navigating through heavy traffic, especially during peak hours, can lead to delays. Finding the most efficient routes is crucial but challenging, particularly in densely populated urban areas.
- **Weather Conditions:** Adverse weather conditions, such as snow or rain, can slow down deliveries and pose safety risks. Drivers must be prepared for these conditions and take necessary precautions to ensure safe and timely deliveries.
- **Customer Availability:** Sometimes customers are not available to receive their orders, leading to delays and additional delivery attempts. This can be frustrating for drivers, especially when it leads to multiple trips to the same location.
- **Order Accuracy:** Ensuring that orders are complete and accurate before leaving the restaurant is essential but occasionally challenging, especially when restaurants are busy. Miscommunication or errors can result in incomplete deliveries and dissatisfied customers.

### Impact of Service Disruptions

- **Delivery Delays:** Delays due to traffic or restaurant preparation times are the most common disruptions. These delays can lead to customer dissatisfaction and complaints, which the driver must address professionally.
- **Incorrect Orders:** Occasionally, orders are incorrect or incomplete, which requires the driver to coordinate with customer service for a resolution. This can involve returning to the restaurant or arranging for a new delivery.

- **Customer Complaints:** Drivers often face the brunt of customer frustration when delays or issues occur, requiring strong communication and problem-solving skills to manage these interactions effectively.

### **Strategies for Improving Delivery Efficiency**

- **Route Optimization:** The company provides drivers with route optimization tools to help find the quickest routes and avoid traffic congestion. These tools are crucial for ensuring timely deliveries, especially during peak hours.
- **Communication with Restaurants:** Drivers maintain communication with restaurants to ensure orders are prepared on time and accurately. This involves coordinating pickup times and verifying order details to prevent errors.
- **Customer Updates:** Providing real-time updates to customers about their delivery status helps manage expectations and reduce complaints. Drivers use the company's app to send notifications and keep customers informed about their order's progress.

### **Enhancing Customer Satisfaction**

- **Professionalism:** Maintaining a professional and courteous demeanor during deliveries helps in creating a positive customer experience. Drivers are trained to handle customer interactions with empathy and professionalism, even in challenging situations.
- **Quick Issue Resolution:** When issues arise, such as incorrect orders, drivers are trained to handle them promptly and efficiently, often in coordination with customer service. This ensures that problems are resolved quickly and customer satisfaction is maintained.
- **Feedback Mechanism:** Drivers provide feedback on common issues to help improve overall service quality and reduce future disruptions. This feedback is essential for identifying patterns and implementing corrective measures.

The delivery driver's insights provide a practical perspective on the challenges and strategies involved in ensuring timely and accurate food deliveries. Effective route management, strong communication skills, and quick problem resolution are critical in maintaining high customer satisfaction. The driver's role is integral to the company's operations, directly impacting customer perceptions and loyalty. By addressing the

common challenges and implementing strategies for improvement, the company can enhance its service quality and maintain a competitive edge in the food delivery industry.

## 5. Discussion

This discussion section interprets the findings from the literature review, survey, and interviews conducted with various stakeholders, including a Customer Service Representative, a delivery driver, and a representative from a leading food delivery company in Switzerland. This section contextualizes these findings within the broader literature, aiming to draw meaningful conclusions about the impact of service disruptions on customer satisfaction and loyalty in the Swiss food delivery market. The results showing that service disruptions have a significant impact on customer satisfaction directly support Hypothesis 1, confirming that such disruptions indeed lower customer loyalty. Additionally, the effectiveness of service recovery strategies aligns with Hypothesis 2, highlighting the importance of these strategies in retaining customer loyalty.

### 5.1 The Landscape of the Food Delivery Industry

The transformation of the food delivery industry, driven by technological advancements and evolving consumer preferences, has been well-documented in the literature. The rise of online food delivery (OFD) services has been significantly accelerated by the COVID-19 pandemic, which emphasized the importance of contactless delivery options (Melián-González 2022; Shankar et al. 2022). This trend is expected to continue, with the global online food delivery market projected to grow at a compound annual growth rate (CAGR) of 9.35% from 2024 to 2028 (Statista 2023).

In Switzerland, the food delivery industry has seen notable growth, particularly in urban centers like Lausanne and Geneva, where a high concentration of young adults and students drive demand for convenient food options. The industry's evolution has been marked by the proliferation of digital platforms such as Uber Eats, Smood, and Just Eat.ch, which offer a variety of restaurant dishes at the tap of an app (Statista Consumer Insights 2023). These platforms have fundamentally changed consumer purchasing behaviors, emphasizing convenience and efficiency (Lau & Ng 2019).

Despite the industry's growth, the surge in demand for online food delivery has brought challenges, particularly in service delivery. Service disruptions, including delivery delays, cancellations, and inaccurate orders, have emerged as critical factors influencing customer satisfaction and loyalty. (BusinessofApps 2021). These disruptions pose a potential threat to the hard-earned customer loyalty essential for food delivery services to thrive.

## **5.2 Customer Satisfaction in the Food Delivery Industry**

Customer satisfaction within the food delivery industry is a multifaceted domain shaped by various elements ranging from service efficiency to technological interfaces. The exponential rise of OFD services has been significantly influenced by consumer expectations and the degree of satisfaction derived from such services (Prasetyo et al. 2021).

The survey results indicate that a significant portion of respondents (80%) experienced service disruptions, including delivery delays, incorrect orders, and cancellations. These disruptions were found to have a major impact on customer satisfaction, with 47% of respondents agreeing that these issues significantly affected their overall experience. This finding aligns with the literature, which consistently shows that satisfaction levels are pivotal in determining customer loyalty and the propensity for repeat business (Debnath 2024).

The interviews with the customer service representative, the delivery driver, and the company representative provided practical insights into the operational challenges that lead to these disruptions. The customer service representative emphasized the importance of effective communication and quick problem-solving in managing customer dissatisfaction. Proactive communication strategies such as real-time order tracking and notifications were highlighted as effective measures to reduce the number of complaints. This is supported by the literature, which suggests that transparency and timely updates are crucial for maintaining customer satisfaction (Gao et al. 2022).

The delivery driver highlighted logistical challenges such as traffic and weather conditions, which often lead to delivery delays. These findings are consistent with research indicating that logistical hurdles are significant contributors to service failures in the food delivery industry (Komunda & Osarenkhoe 2012). Addressing these challenges through route optimization tools and effective coordination with restaurants can improve delivery efficiency and enhance customer satisfaction.

The company representative further elaborated on these points by discussing the specific strategies employed to manage service disruptions. They emphasized the use of technology, such as real-time tracking and predictive analytics, to anticipate and mitigate potential issues before they impact the customer. This proactive approach is in line with the broader trends in the industry, where technological solutions are increasingly used to enhance service delivery (Sharma et al. 2021).

**Table 4 - Common Types of Service Disruptions**

<b>Type of Disruption</b>	<b>Description</b>	<b>Impact on Customer Satisfaction</b>
<b>Delivery Delays</b>	Orders arriving later than the estimated time	High
<b>Incorrect Orders</b>	Delivered items not matching the order placed	High
<b>Cold Food</b>	Food arriving at a temperature below what is expected	Moderate to High
<b>Order Cancellations</b>	Orders canceled by the platform or restaurant after being placed	High
<b>Missed Delivery Slots</b>	Orders arriving outside the specified time window, causing inconvenience	Moderate
<b>Inaccurate Order Tracking</b>	Issues with tracking the order's location or delivery time in the app	Moderate to High

### **5.3 The Relationship Between Service Disruptions and Customer Loyalty**

Customer loyalty is a key competitive advantage in the online food delivery sector, as it boosts business performance and reduces operating costs associated with advertising and promotion (Li et al. 2017; Zhang et al. 2021). The survey revealed that service disruptions significantly affect customer loyalty, with 40% of respondents indicating that these disruptions were very important in their decision to recommend a platform.

The CSR interview emphasized that effective service recovery efforts, such as refunds, discounts, and personalized apologies, can mitigate the negative impact of service disruptions on customer loyalty. This aligns with the Service Recovery Paradox, which posits that well-handled service failures can enhance customer loyalty more than if no failure had occurred (Michel & Meuter 2008). The CSR highlighted the importance of

structured service recovery protocols and the role of digital tools in facilitating quick and efficient resolutions.

The delivery driver's insights further emphasized the importance of professionalism and quick issue resolution in maintaining customer trust and loyalty. The driver mentioned that maintaining a courteous demeanor during deliveries and promptly addressing issues, such as incorrect orders, are critical for retaining customers. This view is supported by literature indicating that customers value prompt and effective resolutions to service failures, which can strengthen their loyalty to the brand (Sciarelli et al. 2017).

The company representative provided a strategic perspective, highlighting initiatives aimed at enhancing customer loyalty through improved service delivery and recovery processes. They discussed the implementation of loyalty programs, personalized marketing, and continuous feedback loops to ensure that customer experiences are consistently positive. This comprehensive approach to customer loyalty is well-supported in the literature, which emphasizes the multifaceted nature of loyalty in the digital age (Rane et al. 2023).

#### **5.4 Digital Strategies and Service Recovery**

Digital management plays a crucial role in the food delivery industry by enhancing service efficiency and customer satisfaction. The survey findings indicate that digital strategies, such as real-time order tracking and proactive notifications, are crucial for managing customer expectations and reducing dissatisfaction. A significant proportion of respondents (64%) were aware of these strategies, and many found them effective in enhancing their delivery experience.

The CSR interview highlighted the company's efforts to implement advanced digital tools for order management, route optimization, and customer support. These tools are essential for maintaining high levels of customer satisfaction and loyalty. For instance, real-time tracking provides transparency, reducing customer anxiety about delays. This aligns with research suggesting that digital management and technological advancements are critical for optimizing service delivery and managing disruptions (Galhotra & Dewan 2020).

The delivery driver also emphasized the importance of digital tools for improving operational efficiency. Route optimization tools help drivers find the quickest routes, reducing delays caused by traffic. Real-time updates to customers help manage their expectations and reduce complaints. These findings are consistent with the literature,

which highlights the role of technology in enhancing operational efficiency and supporting effective service recovery (Sharma et al. 2021).

The company representative elaborated on the technological investments made to support these initiatives. They discussed the integration of AI and machine learning algorithms to predict delivery times more accurately and optimize resource allocation. These technological advancements not only improve efficiency but also enhance the overall customer experience by ensuring more reliable and timely deliveries (Aldoseri et al. 2024).

**Table 5 - Digital Service Management Strategies**

Digital Strategy	Description	Benefit to Customer
Real-time Order Tracking	Allows customers to track their order in real-time through the app	Increases transparency
In-app Notifications	Sends updates and alerts directly to the customer's app	Keeps customers informed
Proactive Notifications	Notifies customers of potential delays or disruptions before they occur	Reduces customer anxiety
AI-powered Customer Support	Provides automated responses and support through AI-based chatbots	24/7 support availability
Multi-channel Customer Support	Offers customer service via multiple channels, including chat, email, and phone	Flexibility in communication

Predictive Analytics	Uses data to predict potential issues and address them proactively	Enhances overall service reliability
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## 5.5 Recommendations

The study provides several actionable insights and recommendations for food delivery companies to enhance service quality and customer retention:

- Enhanced Communication:** The study found that delivery delays were the most common type of service disruption, with 88% of respondents indicating that delays were a major source of dissatisfaction. To address this, companies should implement proactive and clear communication strategies. Real-time tracking and timely updates can help manage customer expectations and reduce dissatisfaction when delays are unavoidable.
- Training and Support for Staff:** The study revealed that 60% of respondents contacted customer service when they faced service disruptions. This highlights the critical role of customer service representatives and delivery drivers in managing customer satisfaction. Regular training focused on problem-solving and effective communication can significantly improve the quality of service recovery, leading to enhanced customer satisfaction and loyalty.
- Robust Digital Infrastructure:** Technological issues were noted as a contributing factor to service disruptions, with 64% of respondents aware of digital strategies like real-time tracking and proactive notifications. However, only 58% found these strategies effective. Investing in more advanced digital tools for order management, route optimization, and customer support can reduce these disruptions and improve operational efficiency, thereby enhancing the overall customer experience.
- Effective Service Recovery:**  The study found that 62% of respondents had experienced service recovery efforts, such as refunds or discounts. Among these, 57% indicated that refunds were the most appreciated form of compensation. Implementing structured service recovery protocols—like refunds, discounts on future orders, and personalized apologies—can significantly mitigate the negative impact of service failures. This helps regain customer trust and strengthens loyalty.

- **Customer Feedback Mechanisms:** The importance of customer feedback was underscored by the finding that 47% of respondents reported that service disruptions had a significant impact on their overall satisfaction. Continuously collecting and analyzing customer feedback allows companies to identify recurring issues and areas where service improvements are needed. By refining their service delivery processes based on this feedback, companies can enhance service quality and better meet customer expectations.

These strategies are supported by the literature and the findings from the survey and interviews. Proactive communication and effective service recovery are crucial for maintaining customer satisfaction and loyalty (Gao et al. 2022; Michel & Meuter 2008). Investing in digital infrastructure and training staff can further enhance service quality and operational efficiency (Sharma et al. 2021).

## 6. Conclusion

Surveys supplemented by in-depth interviews clearly revealed the outline of the way these disruptions influence customers and challenges that food delivery companies are facing.

Our findings indicate that problems in services, like late delivery, wrong orders, and cancellation, are pretty visibly decreasing in customer satisfaction and loyalty. Customers' recommendation intentions toward a food delivery platform are strongly driven by experiences concerning these issues—these have to be attended to through effective management and recovery strategies.

Some of the key operational gaps identified are traffic congestion, adverse weather conditions, and restaurants' inefficiency. All these together are major causes of delays and inaccuracy in their delivery service. Therefore, streamlining all the identified operational gaps is of paramount importance to enhance the reliability of the service. Other important strategies that will help reduce disappointment and manage customer expectations include real-time order status intimation and proactive communication.

The analysis provides strong evidence in support of Hypothesis 1, showing how service disruptions—a delay in delivery, mistakes in the order, or cancellations—can impact customer loyalty. Such a relationship is evidenced by the coherent pattern where increased service failures go with decreased repeat business and customer retention.

These findings support Hypothesis 2: while failures do hurt customer satisfaction, these negative effects can be moderated by proper recovery strategies. Companies that were solution proactive to execute their plans in resolving the problems, notably increasing service quality, retained and even enhanced customer loyalty despite such setbacks.

The evidence, however, shows stronger support for Hypothesis 1. To put it another way, the negative effects of service failures on customer loyalty are higher compared to the positive effects realized from the service recovery strategies proposed in Hypothesis 2. While efforts devoted to handling and resolving service failures matter, they may not completely offset the initial dissatisfaction the customers experience as a result of service failures.

Certain specific recommendations have been made to the food delivery companies. First is proactive communication: by providing real-time order tracking and timely notifications about the potential delay that may happen, companies can keep customers up-to-date and less frustrated. Second, regular training programs for customer service

representatives and delivery drivers are of key importance. Proper communication, and problem-solving skills to deal better with customers and to improve the quality of service rendered.

Another core recommendation is investment in sophisticated digital tools. This will involve order management, route optimization, and customer support operational efficiency tools. Artificial intelligence can be effectively integrated with machine learning to make time delivery and resource allocation predictions. Of importance will also be structured service recovery protocols that establish procedures around refunds, discounts, and personal apologies in case there are problems with customers' orders.

Finally, systematized mechanisms of proper collection and analysis of customer feedback are sine qua non. That is to say, periodic review and action on the feedback will show increasing common trends of problems or areas for improvement, thus depicting continuous refinement in the service delivery processes.

In other words, this research establishes the strong influence of service failure on customer satisfaction and loyalty in food online delivery services. By taking these recommendations into consideration, food delivery firms could be in a position to improve their quality of service, raise customer satisfaction, and foster stronger levels of customer loyalty. It shall be critical in contemporary service delivery and meeting changing customer expectations by empowering customer satisfaction and leveraging the power of technology. It is valuable research for scholars in the academic world as well as industry practitioners. The current paper has generated better awareness of the challenges that the food delivery sector presents and actually provided solutions to improve customer experiences. With these strategies in mind, food delivery businesses will be able to sustain growth without losing their competitive advantage in such a dynamic market.

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## Use of Artificial Intelligence-assisted tools

In the context of this work, the author declares having used Artificial Intelligence-assisted tools for the following purposes:

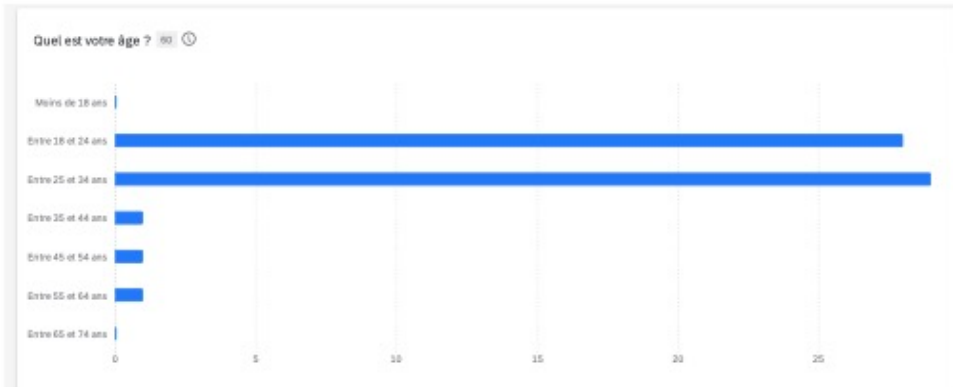
- Improvements of form (spelling, syntax, reformulation, report structure)  
Mention of AI tools used: ChatGPT, Grammarly, QuillBot
- Substantive reflections (production of analysis, recommendations)  
Mention of AI tools used: \_\_\_\_\_,
- Data collection and interpretation  
All the statistical calculations (in part x of the analysis...) were performed using R-Studio version ... Mention of AIs used: \_\_\_\_\_.»

# Appendix 1 – Survey Responses

The survey was conducted from March to July 2024 through Qualtrics XM.

Thesis / Page 1

Réponses: 58



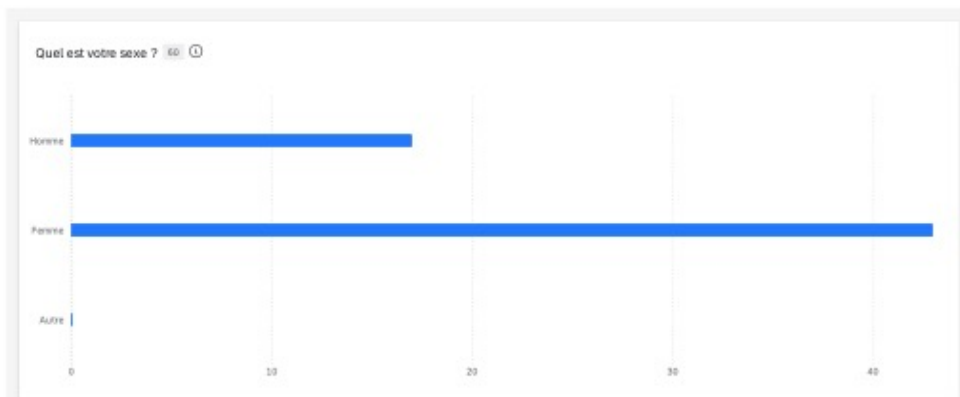
Quel est votre âge ? 90

Q1 - Quel est votre âge ?

Age Group	Percentage	Nombre
Moins de 18 ans	0 %	0
Entre 18 et 24 ans	47 %	28
Entre 25 et 34 ans	48 %	29
Entre 35 et 44 ans	2 %	1
Entre 45 et 54 ans	2 %	1
Entre 55 et 64 ans	2 %	1
Entre 65 et 74 ans	0 %	0

Quel est votre âge ? 90

Age Group	Moyenne	Minimum	Maximum	Nombre
Moins de 18 ans	-	-	-	0
Entre 18 et 24 ans	2,00	2,00	2,00	28
Entre 25 et 34 ans	3,00	3,00	3,00	29
Entre 35 et 44 ans	4,00	4,00	4,00	1
Entre 45 et 54 ans	5,00	5,00	5,00	1
Entre 55 et 64 ans	6,00	6,00	6,00	1
Entre 65 et 74 ans	-	-	-	0

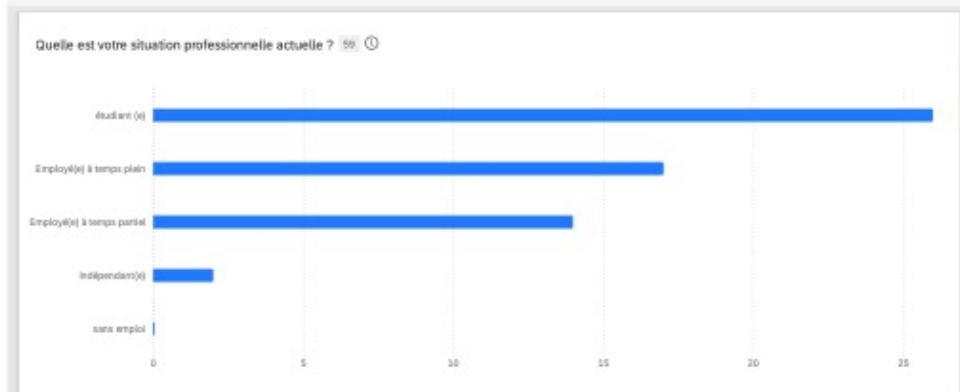


Quel est votre sexe ? 60 ①

Q2 - Quel est votre sexe ?	Pourcentage	Nombre
Homme	28 %	17
Femme	72 %	43
Autre	0 %	0

Quel est votre sexe ? 60 ①

Quel est votre sexe ?	Moyenne	Minimum	Maximum	Nombre
Homme	1,00	1,00	1,00	17
Femme	2,00	2,00	2,00	43
Autre	-	-	-	0



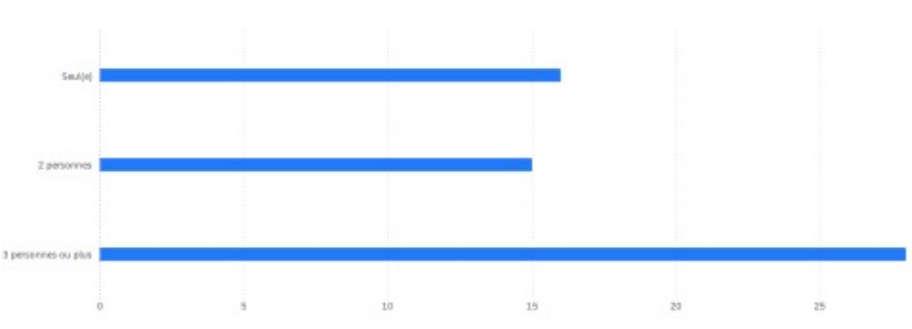
Quelle est votre situation professionnelle actuelle ? 59 ⓘ

Q3 - Quelle est votre situation professionnelle actuelle ?	Pourcentage	Nombre
étudiant (e)	44 %	26
Employé(e) à temps plein	29 %	17
Employé(e) à temps partiel	24 %	14
Indépendant(e)	3 %	2
sans emploi	0 %	0

Quelle est votre situation professionnelle actuelle ? 59 ⓘ

Quelle est votre situation professionnelle actuelle ?	Moyenne	Minimum	Maximum	Nombre
étudiant (e)	1,00	1,00	1,00	26
Employé(e) à temps plein	2,00	2,00	2,00	17
Employé(e) à temps partiel	3,00	3,00	3,00	14
Indépendant(e)	4,00	4,00	4,00	2
sans emploi	-	-	-	0

Combien de personnes vivent dans votre foyer ? 58 ⓘ



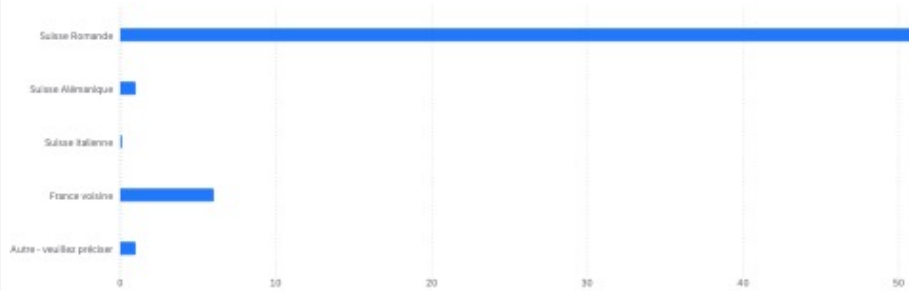
Combien de personnes vivent dans votre foyer ? 58 ⓘ

Q5 - Combien de personnes vivent dans votre foyer ?	Pourcentage	Nombre
Seul(e)	27 %	16
2 personnes	25 %	15
3 personnes ou plus	47 %	28

Combien de personnes vivent dans votre foyer ? ⓘ ⓘ

Combien de personnes vivent dans votre foyer ?	Moyenne	Minimum	Maximum	Nombre
Seul(e)	1,00	1,00	1,00	16
2 personnes	2,00	2,00	2,00	15
3 personnes ou plus	3,00	3,00	3,00	28

Dans quelle région vivez-vous ? ⓘ ⓘ

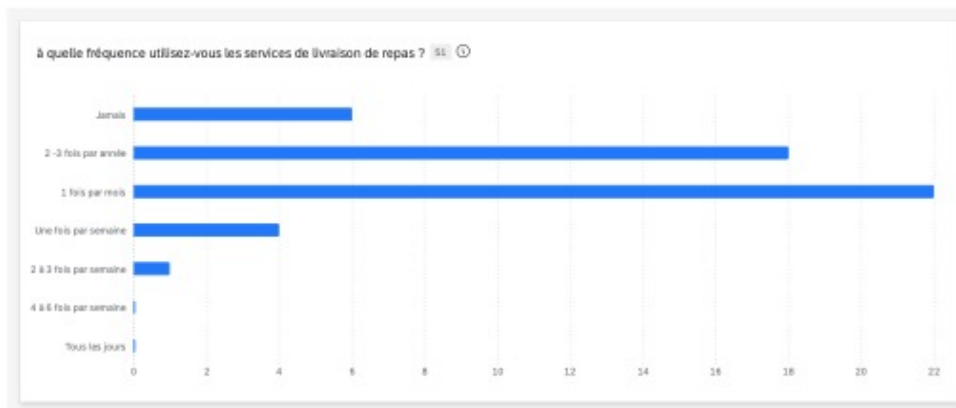


Dans quelle région vivez-vous ? ⓘ ⓘ

Q4 - Dans quelle région vivez-vous ?	Pourcentage	Nombre
Suisse Romande	85 %	51
Suisse Alémanique	2 %	1
Suisse Italienne	0 %	0
France voisine	10 %	6
Autre - veuillez préciser	2 %	1

Dans quelle région vivez-vous ? ⓘ ⓘ

Dans quelle région vivez-vous ?	Moyenne	Minimum	Maximum	Nombre
Suisse Romande	1,00	1,00	1,00	51
Suisse Alémanique	2,00	2,00	2,00	1
Suisse Italienne	-	-	-	0
France voisine	4,00	4,00	4,00	6
Autre - veuillez préciser	5,00	5,00	5,00	1



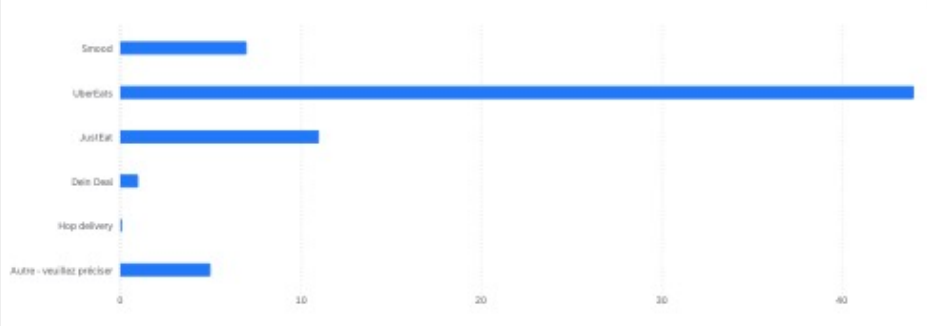
à quelle fréquence utilisez-vous les services de livraison de repas ? 51

Q4 - à quelle fréquence utilisez-vous les services de livraison de repas ?	Pourcentage	Nombre
Jamais	12 %	6
2 -3 fois par année	35 %	18
1 fois par mois	43 %	22
Une fois par semaine	8 %	4
2 à 3 fois par semaine	2 %	1
4 à 6 fois par semaine	0 %	0
Tous les jours	0 %	0

à quelle fréquence utilisez-vous les services de livraison de repas ? 51

à quelle fréquence utilisez-vous les services de livraison de repas ?	Moyenne	Minimum	Maximum	Nombre
Jamais	1,00	1,00	1,00	6
2 -3 fois par année	2,00	2,00	2,00	18
1 fois par mois	3,00	3,00	3,00	22
Une fois par semaine	4,00	4,00	4,00	4
2 à 3 fois par semaine	5,00	5,00	5,00	1
4 à 6 fois par semaine	-	-	-	0
Tous les jours	-	-	-	0

Quelles sont les plateformes de livraison que vous utilisez le plus ? 48



Quelles sont les plateformes de livraison que vous utilisez le plus ? 48 🗲

Q7 - Quelles sont les plateformes de livraison que vous utilisez le plus ? - Selected Choice	Pourcentage	Nombre
Smood	15 %	7
UberEats	92 %	44
JustEat	23 %	11
Dein Deal	2 %	1
Hop delivery	0 %	0
Autre - veuillez préciser	10 %	5

Livraison par le restaurant même

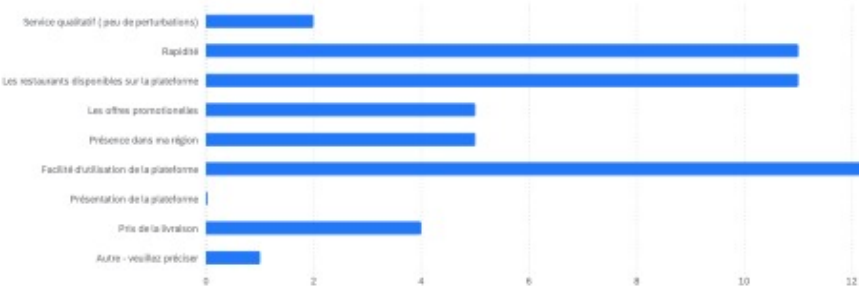
Aucune

Restaurants option

The Website of the restaurant

C'est toujours en vacances à l'étranger que j'utilise ces apps

Pour quelle raison principale choisissez-vous votre service de livraison de repas ? 52 🗲



Pour quelle raison principale choisissez-vous votre service de livraison de repas ? 52 🗲

Q8 - Pour quelle raison principale choisissez-vous votre service de livraison de repas ? - Selected Choice	Pourcentage	Nombre
Service qualitatif (peu de perturbations)	4 %	2
Rapidité	21 %	11

Q15 - Pour quelle raison principale choisissez-vous votre service de livraison de repas ? - Selected Choice	Pourcentage	Nombre
Les restaurants disponibles sur la plateforme	21 %	11
Les offres promotionnelles	10 %	5
Présence dans ma région	10 %	5
Facilité d'utilisation de la plateforme	25 %	13
Présentation de la plateforme	0 %	0
Prix de la livraison	8 %	4
Autre - veuillez préciser	2 %	1

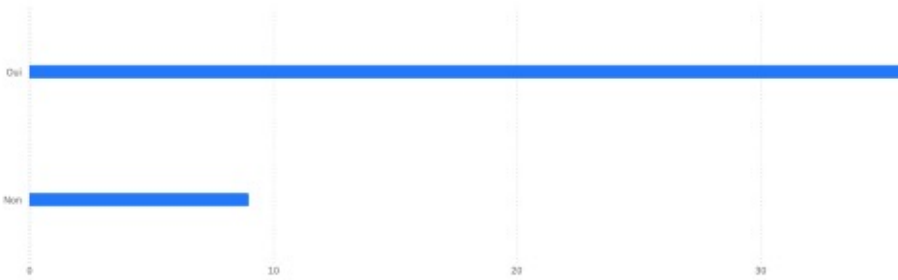
Pour quelle raison principale choisissez-vous votre service de livraison de repas ? 52 ⓘ

Pour quelle raison principale choisissez-vous votre service de livraison de...	Moyenne	Minimum	Maximum	Nombre
Service qualitatif ( peu de perturbations)	1,00	1,00	1,00	2
Rapidité	2,00	2,00	2,00	11
Les restaurants disponibles sur la plateforme	3,00	3,00	3,00	11
Les offres promotionnelles	4,00	4,00	4,00	5
Présence dans ma région	5,00	5,00	5,00	5
Facilité d'utilisation de la plateforme	6,00	6,00	6,00	13
Présentation de la plateforme	-	-	-	0
Prix de la livraison	8,00	8,00	8,00	4
Autre - veuillez préciser	9,00	9,00	9,00	1

Pour quelle raison principale choisissez-vous votre service de livraison de repas ? :Autre - veuillez préciser ⓘ

Veuillez activer la modification et configurer le widget

Avez-vous déjà rencontrés des perturbations de service avec les services de livraison de repas (retards de livraison, erreurs de commande, annulations, commandes froides etc.) 45 ①



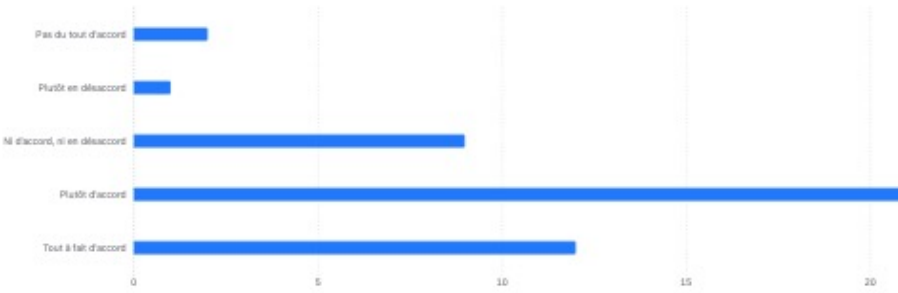
Avez-vous déjà rencontrés des perturbations de service avec les services de livraison de repas (retards de livraison, erreurs de commande, annulations, commandes froides etc.) 45 ①

Q8 - Avez-vous déjà rencontré des perturbations de service avec les services de livraison de repas (retards de livraison, erreurs de commande, annulations, commandes froides etc.)	Pourcentage	Nombre
Oui	80 %	36
Non	20 %	9

Avez-vous déjà rencontrés des perturbations de service avec les services de livraison de repas (retards de livraison, erreurs de commande, annulations, commandes froides etc.) 45 ①

Avez-vous déjà rencontrés des perturbations de service avec les services de...	Moyenne	Minimum	Maximum	Nombre
Oui	1,00	1,00	1,00	36
Non	2,00	2,00	2,00	9

Les perturbations de service ont un impact très important sur ma satisfaction globale 45 ①



Les perturbations de service ont un impact très important sur ma satisfaction globale 45 ①

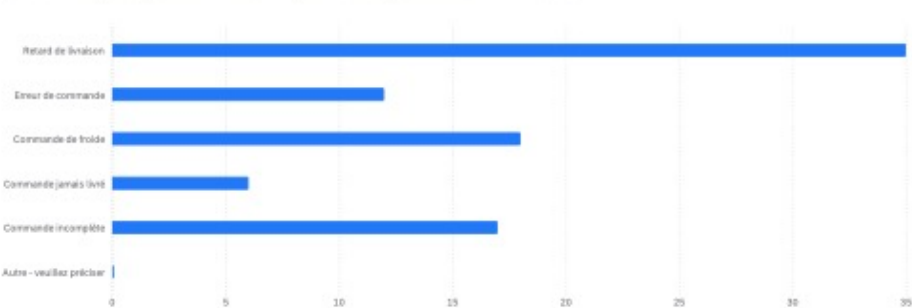
Q13 - Les perturbations de service ont un impact très important sur ma satisfaction globale

	Pourcentage	Nombre
Pas du tout d'accord	4 %	2
Plutôt en désaccord	2 %	1
Ni d'accord, ni en désaccord	20 %	9
Plutôt d'accord	47 %	21
Tout à fait d'accord	27 %	12

Les perturbations de service ont un impact très important sur ma satisfaction globale 45

Les perturbations de service ont un impact très important sur ma satisfacti...	Moyenne	Minimum	Maximum	Nombre
Pas du tout d'accord	1,00	1,00	1,00	2
Plutôt en désaccord	2,00	2,00	2,00	1
Ni d'accord, ni en désaccord	3,00	3,00	3,00	9
Plutôt d'accord	4,00	4,00	4,00	21
Tout à fait d'accord	5,00	5,00	5,00	12

Quels sont les types de perturbations de service que vous avez le plus souvent rencontré ? 45



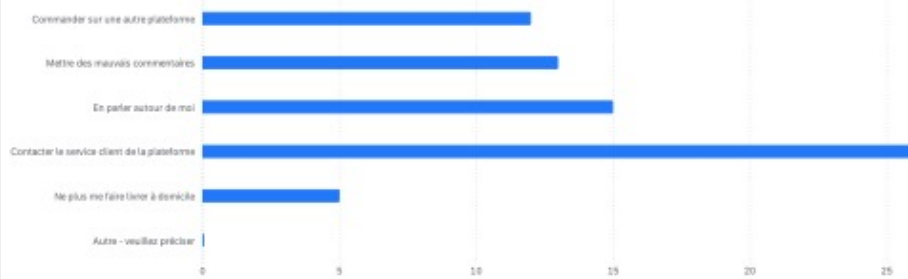
Quels sont les types de perturbations de service que vous avez le plus souvent rencontré ? 45

Q8 - Quels sont les types de perturbations de service que vous avez le plus souvent rencontré ? - Selected Choice	Pourcentage	Nombre
Retard de livraison	88 %	35
Erreur de commande	30 %	12
Commande de froide	45 %	18
Commande jamais livrée	15 %	6
Commande incomplète	43 %	17
Autre - veuillez préciser	0 %	0

Quels sont les types de perturbations de service que vous avez le plus souvent rencontré ? : Autre - veuillez préciser ⓘ

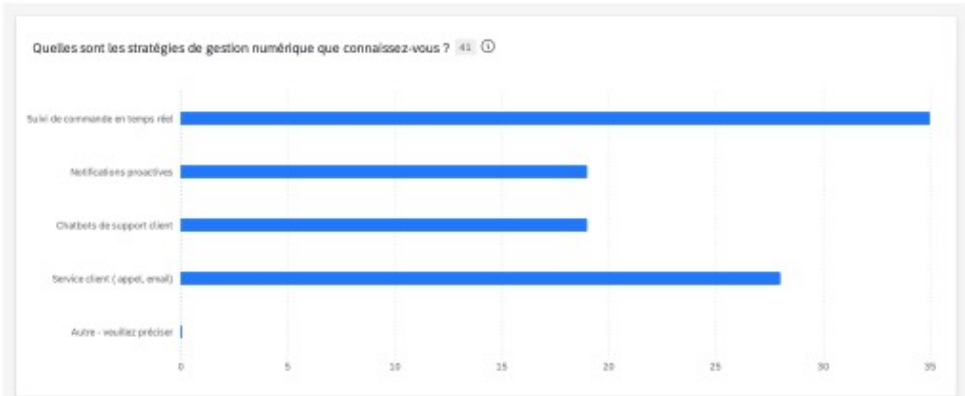
Aucune donnée trouvée : vos filtres sont peut-être trop exclusifs !

Comment vous sentez-vous lorsqu'une perturbation se produit ? ⓘ ⓘ



Comment vous sentez-vous lorsqu'une perturbation se produit ? ⓘ ⓘ

Q13 - Comment vous sentez-vous lorsqu'une perturbation se produit ? - Selected Choice	Pourcentage	Nombre
Commander sur une autre plateforme	28 %	12
Mettre des mauvais commentaires	30 %	13
En parler autour de moi	35 %	15
Contacter le service client de la plateforme	60 %	26
Ne plus me faire livrer à domicile	12 %	5
Autre - veuillez préciser	0 %	0



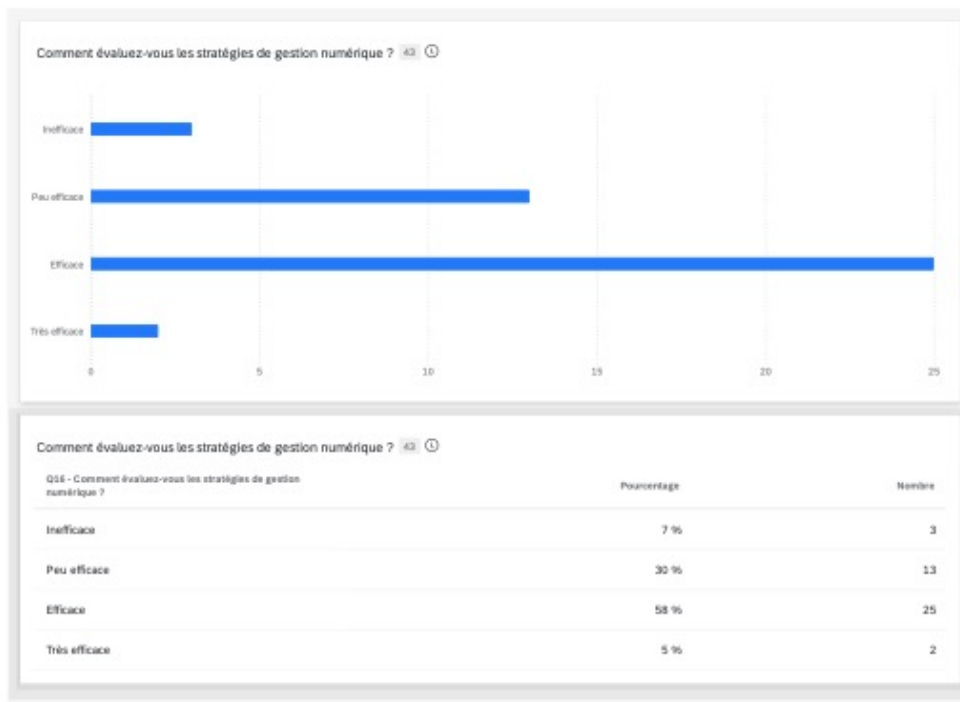
Quelles sont les stratégies de gestion numérique que connaissez-vous ? 45 ⓘ

Q15 - Quelles sont les stratégies de gestion numérique que connaissez-vous ? - Selected Choice

	Pourcentage	Nombre
Suivi de commande en temps réel	85 %	35
Notifications proactives	45 %	19
Chatbots de support client	45 %	19
Service client (appel, email)	68 %	28
Autre - veuillez préciser	0 %	0

Quelles sont les stratégies de gestion numérique que connaissez-vous ? : Autre - veuillez préciser ⓘ

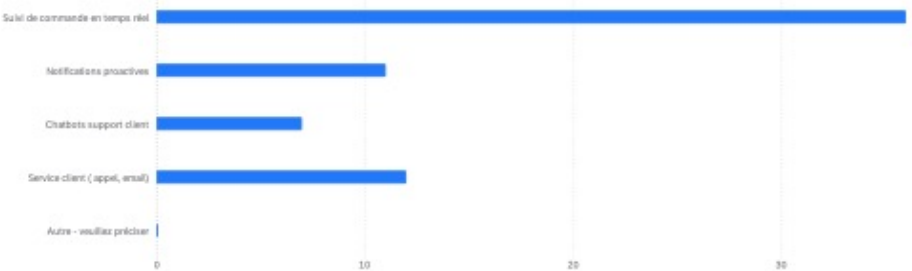
Aucune donnée trouvée : vos filtres sont peut-être trop exclusifs !



Comment évaluez-vous les stratégies de gestion numérique ? 43 ①

Comment évaluez-vous les stratégies de gestion numérique ?	Moyenne	Minimum	Maximum	Nombre
Inefficace	1,00	1,00	1,00	3
Peu efficace	2,00	2,00	2,00	13
Efficace	3,00	3,00	3,00	25
Très efficace	4,00	4,00	4,00	2

Quelles stratégies de gestion numériques sont les plus efficaces selon vous ? 43 ①



Quelles stratégies de gestion numériques sont les plus efficaces selon vous ? 43 ①

Q39 - Quelles stratégies de gestion numériques sont les plus efficaces selon vous ? - Selected Choice	Pourcentage	Nombre
Suivi de commande en temps réel	84 %	36
Notifications proactives	26 %	11
Chatbots support client	16 %	7
Service client (appel, email)	28 %	12
Autre - veuillez préciser	0 %	0

Quelles stratégies de gestion numériques sont les plus efficaces selon vous?: Autre - veuillez préciser ①

Aucune donnée trouvée ; vos filtres sont peut-être trop exclusifs !



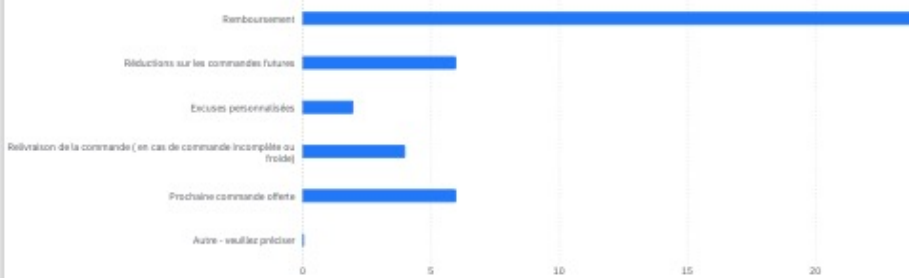
Si oui, évaluez l'efficacité des efforts de récupération de service pour résoudre vos problèmes 35

Q38 - Si oui, évaluez l'efficacité des efforts de récupération de service pour résoudre vos problèmes	Pourcentage	Nombre
Inefficace	11 %	4
Peu efficace	29 %	10
Efficace	46 %	16
Très efficace	14 %	5

Si oui, évaluez l'efficacité des efforts de récupération de service pour résoudre vos problèmes 35

Si oui, évaluez l'efficacité des efforts de récupération de service pour résoudre vos problèmes	Moyenne	Minimum	Maximum	Nombre
Inefficace	1,00	1,00	1,00	4
Peu efficace	2,00	2,00	2,00	10
Efficace	3,00	3,00	3,00	16
Très efficace	4,00	4,00	4,00	5

Quelles mesures de récupération de service trouvez les plus efficaces pour résoudre les perturbations de service ? 42



Quelles mesures de récupération de service trouvez les plus efficaces pour résoudre les perturbations de service ? 42

Q28 - Quelles mesures de récupération de service trouvez les plus efficaces pour résoudre les perturbations de service ? - Selected Choice	Pourcentage	Nombre
Remboursement	57 %	24
Réductions sur les commandes futures	14 %	6
Excuses personnalisées	5 %	2
Ré livraison de la commande ( en cas de commande incomplète ou froide)	10 %	4
Prochaine commande offerte	14 %	6
Autre - veuillez préciser	0 %	0

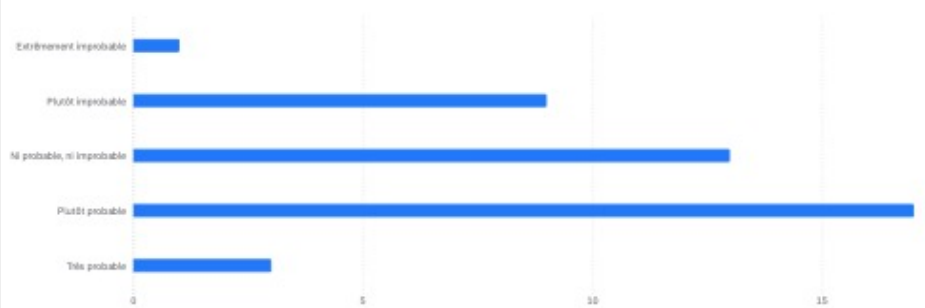
Quelles mesures de récupération de service trouvez les plus efficaces pour résoudre les perturbations de service ? 42 🔍

Quelles mesures de récupération de service trouvez les plus efficaces pour...	Moyenne	Minimum	Maximum	Nombre
Remboursement	1,00	1,00	1,00	24
Réductions sur les commandes futures	2,00	2,00	2,00	6
Excuses personnalisées	3,00	3,00	3,00	2
Retour de la commande ( en cas de commande incomplète ou froide)	4,00	4,00	4,00	4
Prochaine commande offerte	5,00	5,00	5,00	6
Autre - veuillez préciser	-	-	-	0

Quelles mesures de récupération de service trouvez les plus efficaces pour résoudre les perturbations de service ? Autre - veuillez préciser 🔍

Aucune donnée trouvée : vos filtres sont peut-être trop exclusifs !

Dans quelle mesure êtes-vous susceptible de continuer à utiliser une plateforme de livraison après avoir rencontré une perturbation de service ? 43 🔍



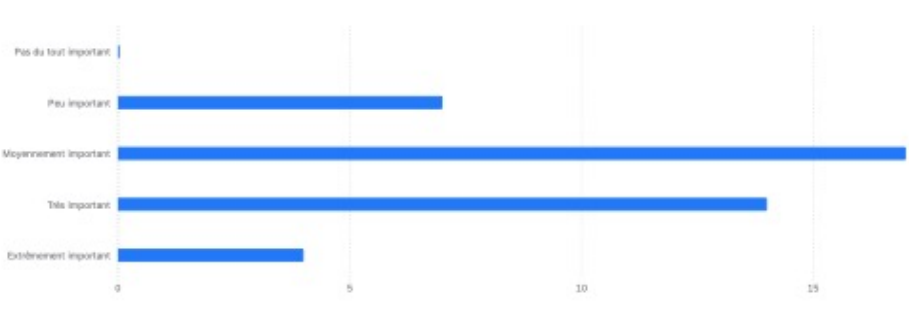
Dans quelle mesure êtes-vous susceptible de continuer à utiliser une plateforme de livraison après avoir rencontré une perturbation de service ? 43

Q21 - Dans quelle mesure êtes-vous susceptible de continuer à utiliser une plateforme de livraison après avoir rencontré une perturbation de service ?	Pourcentage	Nombre
Extrêmement improbable	2 %	1
Plutôt improbable	21 %	9
Ni probable, ni improbable	30 %	13
Plutôt probable	40 %	17
Très probable	7 %	3

Dans quelle mesure êtes-vous susceptible de continuer à utiliser une plateforme de livraison après avoir rencontré une perturbation de service ? 43

Dans quelle mesure êtes-vous susceptible de continuer à utiliser une platef...	Moyenne	Minimum	Maximum	Nombre
Extrêmement improbable	1,00	1,00	1,00	1
Plutôt improbable	2,00	2,00	2,00	9
Ni probable, ni improbable	3,00	3,00	3,00	13
Plutôt probable	4,00	4,00	4,00	17
Très probable	5,00	5,00	5,00	3

Dans quelle mesure les perturbations de service influencent-elles votre décision de recommander sur une plateforme de livraison de repas à votre entourage ? 42



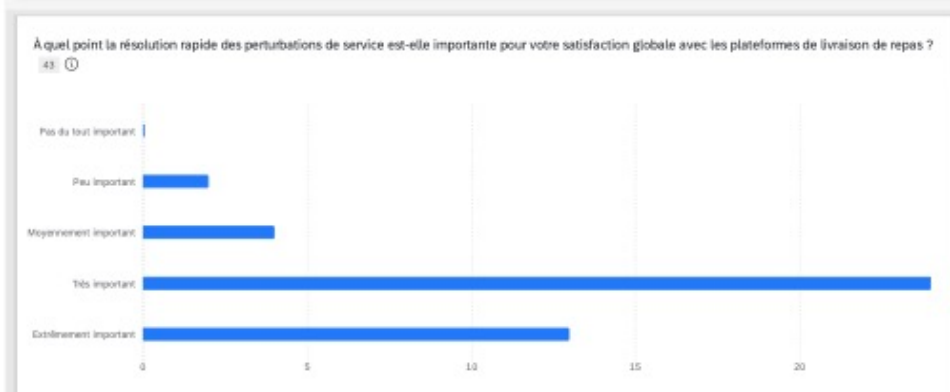
Dans quelle mesure les perturbations de service influencent-elles votre décision de recommander sur une plateforme de livraison de repas à votre entourage ? 42

Q22 - Dans quelle mesure les perturbations de service influencent-elles votre décision de recommander sur une plateforme de livraison de repas à votre entourage ?	Pourcentage	Nombre
Pas du tout important	0 %	0
Peu important	17 %	7
Moyennement important	40 %	17
Très important	33 %	14

Q22 - Dans quelle mesure les perturbations de service influencent-elles votre décision de recommander sur une plateforme de livraison de repas à votre entourage ?	Pourcentage	Nombre
Extrêmement important	10 %	4

Dans quelle mesure les perturbations de service influencent-elles votre décision de recommander sur une plateforme de livraison de repas à votre entourage ? 42 ⓘ

Dans quelle mesure les perturbations de service influencent-elles votre déc...	Moyenne	Minimum	Maximum	Nombre
Pas du tout important	-	-	-	0
Peu important	2,00	2,00	2,00	7
Moyennement important	3,00	3,00	3,00	17
Très important	4,00	4,00	4,00	14
Extrêmement important	5,00	5,00	5,00	4



À quel point la résolution rapide des perturbations de service est-elle importante pour votre satisfaction globale avec les plateformes de livraison de repas ? 43 ⓘ

Q23 - À quel point la résolution rapide des perturbations de service est-elle importante pour votre satisfaction globale avec les plateformes de livraison de repas ?

	Pourcentage	Nombre
Pas du tout important	0 %	0
Peu important	5 %	2
Moyennement important	9 %	4
Très important	56 %	24
Extrêmement important	30 %	13

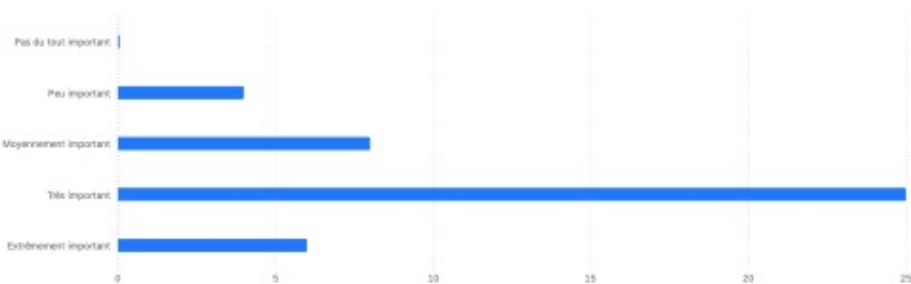
À quel point la résolution rapide des perturbations de service est-elle importante pour votre satisfaction globale avec les plateformes de livraison de repas ?

43

À quel point la résolution rapide des perturbations de service est-elle imp...	Moyenne	Minimum	Maximum	Nombre
Pas du tout important	-	-	-	0
Peu important	2,00	2,00	2,00	2
Moyennement important	3,00	3,00	3,00	4
Très important	4,00	4,00	4,00	24
Extrêmement important	5,00	5,00	5,00	13

À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (suivi de commande en temps réel, notifications proactives, chatbots de support client, service client etc.)

43



À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (suivi de commande en temps réel, notifications proactives, chatbots de support client, service client etc.)

43

Q24 - À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (suivi de commande en temps réel, notifications proactives, chatbots de support client, service client etc.)

	Pourcentage	Nombre
Pas du tout important	0 %	0
Peu important	9 %	4
Moyennement important	19 %	8
Très important	58 %	25
Extrêmement important	14 %	6

À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (suivi de commande en temps réel, notifications proactives, chatbots de support client, service client etc.)

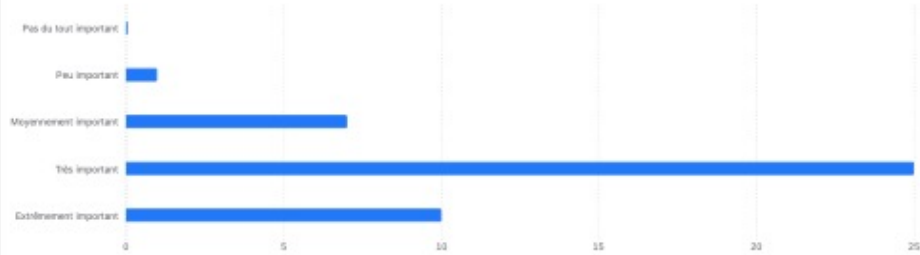
43

À quel point les stratégies de gestion numérique pour résoudre les perturba...	Moyenne	Minimum	Maximum	Nombre
Pas du tout important	-	-	-	0
Peu important	2,00	2,00	2,00	4
Moyennement important	3,00	3,00	3,00	8

À quel point les stratégies de gestion numérique pour résoudre les perturba...	Moyenne	Minimum	Maximum	Nombre
Très important	4,00	4,00	4,00	25
Extrêmement important	5,00	5,00	5,00	6

À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (remboursements, réductions sur la prochaines commandes, excuses personnalisées, relivraison, repas offert etc.)

43 ⓘ



À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (remboursements, réductions sur la prochaines commandes, excuses personnalisées, relivraison, repas offert etc.)

43 ⓘ

Q25 - À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (remboursements, réductions sur la prochaines commandes, excuses personnalisées, relivraison, repas offert etc.)

	Pourcentage	Nombre
Pas du tout important	0 %	0
Peu important	2 %	1
Moyennement important	16 %	7
Très important	58 %	25
Extrêmement important	23 %	10

À quel point les stratégies de gestion numérique pour résoudre les perturbations de service est-elle importante pour votre fidélisation et engagement auprès des plateformes de livraison de repas ? (remboursements, réductions sur la prochaines commandes, excuses personnalisées, relivraison, repas offert etc.)

43 ⓘ

À quel point les stratégies de gestion numérique pour résoudre les perturba...	Moyenne	Minimum	Maximum	Nombre
Pas du tout important	-	-	-	0
Peu important	2,00	2,00	2,00	1
Moyennement important	3,00	3,00	3,00	7
Très important	4,00	4,00	4,00	25
Extrêmement important	5,00	5,00	5,00	10

## Appendix 2 – Interview of an Online Food Delivery Company Representative

*The interview was conducted in English on 11.04.2024 via Zoom.*

**Interviewer:** Thank you so much for taking the time to speak with me today. To start, could you give me a detailed overview of your role in the company and your experience in the food delivery industry?

**Respondent A:** Certainly. I joined the company in 2020 while I was still a student, initially working part-time in the customer service department. My role involved handling customer inquiries, addressing complaints, and helping resolve issues related to order deliveries. It was quite an intensive experience because it gave me firsthand exposure to the dynamics of customer satisfaction and the operational challenges that arise in a fast-paced environment like food delivery.

After about a year in that role, I transitioned into account management. This role was quite different—it was more externally focused, dealing with our partner restaurants. I managed relationships with restaurants in Zurich, ensuring that they were satisfied with our platform, and helping them optimize their operations to better serve our mutual customers. This involved everything from assisting with onboarding to troubleshooting issues related to order processing.

Earlier this year, I moved into my current position as Communications Manager. Now, my responsibilities are broader. I oversee public affairs, public relations, corporate communications, and internal communications across Switzerland. This means I'm involved in shaping how we present ourselves to the public and ensuring that our internal teams are aligned with our brand message and operational goals.

**Interviewer:** That's quite a comprehensive journey within the company. Given your experience, particularly in managing restaurant accounts, what would you say are the biggest operational challenges, especially in the French-speaking part of Switzerland?

**Respondent A:** Yes, each role has provided a different perspective on the business. In the French-speaking part of Switzerland—Suisse Romande—our challenges are somewhat unique compared to the German-speaking regions. First and foremost, there's the issue of competition. This region has a very strong presence of local food delivery services that have been established for a longer time and have a more entrenched customer base.

Another significant challenge is related to our employment model. Unlike some competitors who operate with a gig economy model, we hire our couriers directly and pay them hourly. This approach has its advantages, such as better control over service quality and a more consistent customer experience. However, it also presents challenges, particularly in managing costs and ensuring that we have the right number of couriers available during peak times. In regions like Geneva, where the cost of living is high, managing these logistics becomes even more critical.

Additionally, there's the aspect of restaurant engagement. Many independent restaurants in Suisse Romande are not as technologically adept or are less familiar with digital platforms. This means we have to invest more in educating these partners, ensuring they understand how to use our platform effectively. This is crucial because any delay or mistake at the restaurant level directly impacts our service delivery and customer satisfaction.

**Interviewer:** It sounds like the operational environment in Suisse Romande is quite complex. You mentioned educating restaurant partners—can you elaborate on the kinds of support or training you provide to these restaurants?

**Respondent A:** Absolutely. We offer a range of support services to our partner restaurants. When a new restaurant joins our platform, we provide comprehensive onboarding training. This includes hands-on tutorials on how to use our order management system, how to update their menu, and how to manage their delivery times effectively to align with peak demand periods.

We also conduct regular workshops, especially for those partners who may not be as tech-savvy. These workshops are tailored to address common challenges such as managing high order volumes during peak times, reducing order preparation time, and ensuring that orders are accurate before they are handed off to couriers.

In addition to this, we have a dedicated support team that restaurant partners can contact whenever they encounter technical issues or need assistance with the platform. This ongoing support is crucial because it helps us maintain strong relationships with our partners and ensures that they are satisfied with our service, which in turn benefits our customers.

**Interviewer:** It's great to hear about the proactive measures you're taking with your partners. Let's talk about service disruptions. What are some of the most common types of service disruptions you encounter, and how do you typically handle them?

**Respondent A:** Service disruptions are an inevitable part of the business, unfortunately. The most common ones we encounter include delivery delays, incorrect orders, and occasionally, the customer not being available at the delivery address. Delivery delays are often due to factors beyond our control, like traffic congestion or adverse weather conditions, but they can also result from issues at the restaurant, such as slow preparation times.

Incorrect orders are another frequent issue. This can happen when there's a miscommunication between the restaurant staff and the system, or if the courier picks up the wrong order by mistake. When such disruptions occur, our immediate priority is to resolve the issue as quickly as possible to minimize the impact on the customer's experience.

For example, if a delivery is delayed, our customer service team is trained to proactively reach out to the customer, inform them of the delay, and provide an updated delivery time. If the order is incorrect, we usually offer to re-deliver the correct order at no extra cost, and we might also provide a discount or voucher for future orders as a goodwill gesture.

We also have a process in place to follow up on these disruptions internally. After resolving the immediate issue, we analyze the disruption to identify the root cause and determine if any process improvements can be made to prevent similar issues in the future.

**Interviewer:** It sounds like you have a solid process for handling these disruptions. How do you think these disruptions affect customer satisfaction and loyalty?

**Respondent A:** The impact of service disruptions on customer satisfaction and loyalty can vary. For first-time customers, a significant disruption like a delayed or incorrect order can leave a strong negative impression, potentially discouraging them from using our service again. For returning customers, their tolerance for disruptions might be higher if they've had positive experiences with us in the past.

Our goal is to ensure that even when disruptions occur, the customer feels valued and that their issue is handled efficiently. Effective service recovery can often turn a negative experience into a positive one. For instance, a customer who receives a quick and generous response to a disruption—such as a prompt refund and a sincere apology—might actually feel more loyal to the brand than they would have if the disruption hadn't occurred at all.

In terms of metrics, we track customer satisfaction scores closely, especially after incidents of service disruption. We also monitor repeat order rates to see if there's a drop-off after a disruption. Thankfully, with our proactive approach to service recovery, we've managed to maintain high levels of customer satisfaction and loyalty.

**Interviewer:** It's clear that service recovery is key to maintaining customer loyalty. Could you tell me more about the specific service recovery strategies you've found to be most effective?

**Respondent A:** Sure. One of the most effective strategies is offering instant refunds. If a customer receives an incorrect order or experiences a significant delay, we aim to process a refund quickly, often before the customer even contacts us. This proactive approach helps to alleviate frustration and demonstrates that we're taking responsibility for the mistake.

We also offer discounts on future orders as part of our recovery strategy. This not only compensates the customer but also encourages them to give our service another chance. In some cases, we offer complimentary items or re-deliver the correct order at no extra cost, which can go a long way in restoring the customer's trust.

Personalized apologies are another important aspect. We make sure that our communication is empathetic and acknowledges the inconvenience caused. Depending on the situation, these apologies might come through an automated system or directly from a customer service representative, but we always strive to make them feel genuine.

Finally, we use the feedback we receive during service recovery to improve our operations. We track the types of disruptions and the effectiveness of our recovery strategies, which helps us refine our processes over time.

**Interviewer:** Those sound like well-thought-out strategies. Moving on to technology, you mentioned earlier about some of the technological innovations your company has implemented. Could you elaborate on how these have improved service and customer engagement?

**Respondent A:** Technology plays a critical role in our operations. One of the key innovations we've implemented is real-time GPS tracking for deliveries. This allows customers to see exactly where their order is at any given moment and provides an estimated delivery time. This transparency has been very well received by our customers, as it reduces uncertainty and enhances the overall experience.

We've also developed an advanced order management system for our restaurant partners. This system integrates directly with their point-of-sale systems, allowing for seamless order processing and reducing the likelihood of errors. It also provides restaurants with data analytics tools, so they can monitor their performance on our platform, track peak times, and manage their operations more efficiently.

Another area where technology has had a significant impact is in customer support. We've integrated AI-powered chatbots into our platform to handle common inquiries and issues. These chatbots are available 24/7 and can resolve many problems without the need for human intervention. For more complex issues, customers are seamlessly transferred to a human agent.

These innovations not only improve the efficiency of our operations but also enhance the customer experience by providing faster, more reliable service.

**Interviewer:** It's impressive how integrated technology is in your operations. Looking ahead, what do you see as the biggest opportunities and challenges for your company in the near future?

**Respondent A:** Looking ahead, one of the biggest opportunities lies in further leveraging data to personalize the customer experience. We're exploring the use of predictive analytics to anticipate customer needs and preferences. For example, by analyzing past orders and customer behavior, we can offer more tailored recommendations and promotions, which can enhance customer satisfaction and drive repeat business.

Another opportunity is expanding our market share in Suisse Romande. As I mentioned earlier, this region has strong competition, but we believe that by continuing to improve our service and building stronger relationships with local restaurants, we can increase our presence.

In terms of challenges, regulatory changes are a significant consideration. For example, there's ongoing discussion around new laws that could affect how we employ couriers, particularly with regards to platform work directives. We're actively monitoring these developments and are prepared to adapt our business model as needed.

Finally, there's the challenge of continuously innovating while maintaining high service standards. The food delivery industry is rapidly evolving, and staying ahead requires ongoing investment in technology and operational efficiency. Balancing this with the need to maintain strong customer and partner relationships is something we're constantly working on.

**Interviewer:** Those are some insightful points. Before we wrap up, is there anything else you'd like to add that might be relevant to my research?

**Respondent A:** I think we've covered most of the key areas, but I would add that the food delivery industry is incredibly dynamic. What works today might not be as effective tomorrow, so staying agile and responsive to both market trends and customer needs is crucial. It's also important to keep an eye on broader societal shifts, such as changes in consumer behavior post-pandemic, which could have long-term implications for the industry.

**Interviewer:** Thank you so much for sharing your experiences and insights. This has been incredibly helpful for my thesis. Would you be interested in receiving a copy of the final thesis once it's completed?

**Respondent A:** I'd love to see the final product. It's always interesting to see how different perspectives can shed new light on our industry. Thank you for the opportunity to contribute.

**Interviewer:** Thank you again for your time. I really appreciate it.

**Respondent A:** My pleasure. Best of luck with your thesis, and feel free to reach out if you need any further information.

**Interviewer:** Will do. Have a great day!

**Respondent A:** You too. Take care.

## Appendix 3 – Interview of a Customer Service Representative of a Food delivery company

*The interview was conducted in English on 25.06.2024 in person.*

**Interviewer:** Thank you for taking the time to participate in this interview. To begin, could you please provide an overview of your role at the company and describe what a typical day looks like for you as a Customer Service Representative?

**Respondent B:** Thank you for the opportunity. I have been with the company for approximately two and a half years, serving in the capacity of a Customer Service Representative. My responsibilities primarily involve managing customer inquiries and resolving various issues related to order fulfillment. These issues can range from missing items and delivery delays to technical difficulties experienced by customers when using our app. A typical day for me begins with logging into our customer service platform, where I review any unresolved issues from the previous shift. Given that we operate on a 24/7 basis, our team works in shifts, ensuring a seamless handover process that keeps all team members informed.

Following this initial review, I proceed to address new inquiries that come through multiple channels, including phone, email, and chat. During peak periods, such as lunch and dinner times, the volume of inquiries increases significantly, necessitating a high level of organization and the ability to prioritize cases based on urgency—such as situations where a customer is waiting on a delayed order.

**Interviewer:** It sounds like a demanding role with significant multitasking involved. Could you elaborate on the training you received when you first joined the company and how you continue to develop your skills?

**Respondent B:** Indeed, the role requires effective multitasking and quick decision-making. When I first joined the company, I underwent a comprehensive training program that covered a wide range of topics. This included familiarizing myself with company policies, learning the customer service software, and participating in role-playing exercises designed to simulate real-world customer interactions. These exercises were particularly beneficial in preparing me for the diverse scenarios I encounter in this role.

Ongoing development is a cornerstone of our work culture. We regularly participate in training sessions that address new features or updates to our systems, and we also engage in workshops focused on enhancing soft skills, such as managing difficult conversations and refining communication techniques. The company also fosters a

collaborative environment where team members are encouraged to share best practices and strategies, contributing to continuous improvement.

**Interviewer:** It is encouraging to hear about the emphasis on continuous learning. Could you share with me some of the most common issues you encounter in your role, and how you typically resolve them?

**Respondent B:** The majority of issues we encounter are related to delivery. Customers frequently contact us due to late deliveries, missing items, or discrepancies between what was ordered and what was received. When handling delivery delays, my first step is to consult our real-time tracking system to determine the cause. This could be due to traffic conditions, unexpected delays at the restaurant, or logistical challenges. I then communicate with the customer to inform them of the situation and provide an updated delivery estimate.

For issues involving the quality or accuracy of the order, we offer various resolutions depending on the circumstances. These may include arranging a re-delivery if feasible, issuing a refund, or providing a discount on the customer's next order. The priority is always to resolve the issue promptly while ensuring that the customer feels their concern has been acknowledged and addressed.

**Interviewer:** Managing customer frustrations can be challenging. How do you handle situations where a customer is particularly upset or frustrated?

**Respondent B:** Handling upset customers is indeed one of the more challenging aspects of the role. In such situations, it is essential to maintain a calm and empathetic demeanor. I begin by allowing the customer to express their concerns fully, without interruption, to ensure they feel heard. I then acknowledge their frustration, often by saying something like, "I understand how disappointing it must be to experience a delay with your order."

After acknowledging their feelings, I focus on finding a resolution. I strive to offer the customer options, which helps them regain a sense of control over the situation. If the issue is complex or the customer remains dissatisfied, I have the option to escalate the matter to a supervisor who can provide additional support and possibly offer a higher level of compensation.

**Interviewer:** Empathy clearly plays a significant role in your work. Could you explain the systems or tools you utilize to manage these customer interactions effectively?

**Respondent B:** Empathy is indeed crucial in this role. In terms of tools, we rely heavily on a Customer Relationship Management (CRM) system that allows us to track all customer interactions and their history with our service. This system is invaluable as it enables us to tailor our responses based on past interactions, thus providing a more personalized service.

Additionally, we have access to real-time delivery tracking, which is essential for quickly diagnosing and addressing delivery-related issues. We also maintain an internal knowledge base, a repository of information that includes common questions and troubleshooting tips, which is particularly helpful for resolving less common issues or providing quick answers during customer interactions.

**Interviewer:** How does your team manage the increased workload during peak periods, and what strategies do you employ to ensure efficiency?

**Respondent B:** During peak periods, such as meal times, our workload can be quite intense. To manage this effectively, we prioritize cases based on urgency, with immediate attention given to high-priority issues, such as delayed or missing orders. Communication within the team and with other departments, particularly logistics and restaurant partners, is also critical during these times.

Proactively managing customer expectations is another strategy we employ. For instance, if we anticipate delays due to high order volumes, we may send out notifications to inform customers in advance. This helps reduce the number of inquiries and allows us to focus on resolving active issues more efficiently.

**Interviewer:** Can you provide an example of a particularly challenging situation you encountered and how you successfully resolved it?

**Respondent B:** Certainly. One challenging situation involved a customer who had received their order significantly late, and upon arrival, the order was incorrect. The customer was understandably frustrated and expressed their dissatisfaction strongly. I began by offering a sincere apology and acknowledged the inconvenience they had experienced.

I then investigated the issue and discovered that the delay was due to a combination of restaurant error and logistical challenges. To resolve the situation, I arranged for the correct order to be re-delivered immediately at no additional cost. I also processed a full refund for the initial order and provided the customer with a discount code for future use

as a gesture of goodwill. The customer appreciated the prompt and comprehensive response and eventually expressed satisfaction with the resolution.

**Interviewer:** That is an excellent example of effective problem-solving and customer service. How does your team collect and utilize customer feedback to improve service?

**Respondent B:** Customer feedback is integral to our operations and continuous improvement. After each interaction, customers are invited to rate their experience and provide comments. This feedback is closely monitored and analyzed to identify any recurring issues or areas where our service can be enhanced.

We hold monthly meetings where this feedback is reviewed in detail. Trends or common complaints are flagged for further investigation, and actionable insights are used to refine our processes and training programs. This approach not only helps us address immediate concerns but also fosters a culture of ongoing learning and adaptation.

**Interviewer:** It is evident that customer feedback plays a pivotal role in your operations. Looking ahead, what do you see as the primary challenges and opportunities in your role?

**Respondent B:** Looking to the future, one of the primary challenges will be meeting the evolving expectations of customers who increasingly value speed and efficiency. As our service continues to grow, managing the increasing volume of orders while maintaining high service standards will require continuous optimization of our processes.

On the opportunity side, there is significant potential in leveraging technology to enhance the customer experience. We are already exploring the use of AI and machine learning to predict and preemptively address potential issues. Additionally, expanding our service offerings to include new app features that give customers more control over their orders is an area with great promise.

**Interviewer:** It is exciting to hear about these future developments. Before we conclude, is there anything else you would like to add that might be relevant to my research?

**Respondent B:** I would add that working in customer service within the food delivery industry offers unique insights into the importance of communication and empathy in customer interactions. It is a dynamic environment where flexibility and quick problem-solving are essential.

Moreover, the relationship between customer service and other departments within the company is vital. Our effectiveness is deeply interconnected with the support we receive

from logistics, restaurant partners, and the technology team. It is very much a collaborative effort, which underscores the importance of teamwork in delivering a seamless customer experience.

**Interviewer:** Thank you very much for your valuable insights and for taking the time to share your experiences today. This information will be incredibly useful for my research.

**Respondent B:** You are most welcome. I am glad to have been able to contribute. Please do not hesitate to reach out if you have any further questions, and I wish you the best of luck with your thesis.

**Interviewer:** Thank you again. I will certainly keep in touch. Have a great day.

**Respondent B:** Same to you !

## Appendix 4 – Interview of a Delivery driver of a Food delivery company

*The interview was conducted in French on 12.07.2024 via a telephone call.*

**Interviewer :** Merci de participer à cet entretien. Pour commencer, pourriez-vous me parler de votre rôle et des principales responsabilités que vous assumez en tant que livreuse de nourriture pour l'entreprise ?

**Respondent C :** Merci de m'avoir invité. Je travaille comme livreuse de nourriture depuis environ deux ans. Mes principales responsabilités consistent à récupérer les commandes auprès des restaurants et à m'assurer qu'elles sont livrées aux clients de manière précise et dans les délais impartis. Chaque jour, je commence par me connecter à l'application de livraison, qui m'assigne les livraisons de la journée et me fournit les informations nécessaires telles que l'adresse du client et les détails de la commande.

Tout au long de ma journée de travail, je suis responsable de naviguer dans le trafic, de gérer plusieurs livraisons simultanément et de maintenir une communication claire avec les clients et le personnel du restaurant. Mon rôle est essentiel pour garantir que le service respecte les normes de l'entreprise en matière d'efficacité et de satisfaction client.

**Interviewer :** Il semble que votre rôle demande de solides compétences en gestion du temps. Pourriez-vous décrire à quoi ressemble une journée typique, en particulier pendant les périodes les plus chargées de la journée ?

**Respondent C :** Bien sûr. Pendant les périodes de pointe, comme les heures de déjeuner et de dîner, ma journée est généralement remplie de commandes successives. L'application que j'utilise est très efficace — elle regroupe les livraisons qui sont proches les unes des autres, ce qui m'aide à gérer le temps de manière efficace. Une fois que je reçois une commande, je me rends au restaurant pour la récupérer, en veillant à ce que tout soit correct avant de partir pour la livraison chez le client.

Pendant ces heures de pointe, il y a peu de place pour les erreurs, donc je dois être rapide et précise. J'utilise le GPS de l'application pour naviguer dans le trafic et optimiser mon itinéraire, souvent en prenant des décisions à la volée pour éviter les retards. La communication est essentielle — si je prévois des retards en raison du trafic ou d'autres imprévus, je m'assure d'informer le client via l'application pour le tenir au courant.

**Interviewer** : La gestion de plusieurs livraisons semble difficile. Quels sont les problèmes les plus courants que vous rencontrez dans votre travail, et comment les gérez-vous ?

**Respondent C** : Les problèmes les plus courants que je rencontre incluent les retards dus au trafic, les conditions météorologiques défavorables, et parfois des problèmes dans les restaurants, comme une commande qui n'est pas prête à temps. Le trafic est probablement le plus grand défi, surtout dans les zones urbaines pendant les heures de pointe. Je compte beaucoup sur le GPS de l'application pour trouver les itinéraires les plus rapides et éviter les embouteillages.

En ce qui concerne les conditions météorologiques, comme la neige ou la pluie, cela peut rendre la conduite plus dangereuse et allonger les délais de livraison. Dans ces cas, la sécurité est ma priorité absolue, et j'informe les clients des retards possibles en raison des conditions météorologiques.

Quant aux problèmes dans les restaurants, comme des commandes incomplètes ou des retards dans la préparation, je m'efforce de rester en contact étroit avec le personnel du restaurant pour minimiser les retards. Si un problème survient, j'informe immédiatement le client et propose des solutions alternatives si possible.

**Interviewer** : La communication semble être un élément clé de votre approche. Comment gérez-vous les interactions avec les clients, en particulier dans les cas où il y a des retards ou d'autres problèmes avec leur commande ?

**Respondent C** : La communication est en effet essentielle dans ce travail. Lorsque j'interagis avec les clients, surtout en cas de retards ou de problèmes avec leur commande, je m'efforce d'être courtoise et transparente. Si un retard se produit, je m'excuse sincèrement et j'explique la raison, que ce soit en raison du trafic, des conditions météorologiques ou d'un autre facteur.

Je m'assure également de tenir le client informé tout au long du processus de livraison. Par exemple, si je suis en retard, j'envoie un message via l'application pour les en informer. À mon arrivée, je salue le client poliment et je remets sa commande avec le sourire, quelle que soit la situation. D'après mon expérience, les clients apprécient l'honnêteté et une attitude positive, même si les choses ne se sont pas déroulées comme prévu.

Si un problème survient avec la commande elle-même, comme des articles manquants, je conseille généralement au client de contacter le service client pour trouver une

solution, mais je note également le problème dans mon rapport de livraison pour qu'il puisse être traité par l'entreprise.

**Interviewer** : Il est évident que vous accordez une grande importance à l'expérience client. Pourriez-vous nous parler des outils ou des systèmes que vous utilisez pour gérer vos livraisons et comment ils vous aident à accomplir votre travail efficacement ?

**Respondent C** : L'outil principal que j'utilise est l'application de livraison de l'entreprise, qui est très complète. Elle gère tout, de l'attribution des livraisons à la fourniture de la navigation et à la communication avec les clients et le personnel des restaurants. L'application est essentielle pour planifier les itinéraires et garantir que les livraisons sont effectuées de manière efficace.

L'application suit également ma performance, y compris des indicateurs comme les temps de livraison et les évaluations des clients, ce qui est important pour maintenir des normes de service élevées. De plus, elle fournit des mises à jour en temps réel sur les conditions de trafic et suggère des itinéraires alternatifs si nécessaire, ce qui est très utile, surtout pendant les périodes de forte activité.

Une autre fonctionnalité importante est la possibilité de communiquer directement avec les clients via l'application. Cette fonctionnalité me permet de tenir les clients informés de l'état de leur livraison, ce qui aide à gérer leurs attentes et à réduire les frustrations potentielles en cas de retard.

**Interviewer** : Comment gérez-vous plusieurs livraisons en même temps, surtout pendant les périodes de pointe où le volume de commandes est élevé ?

**Respondent C** : Gérer plusieurs livraisons à la fois nécessite une planification minutieuse et une priorisation. L'application aide en regroupant les commandes qui sont géographiquement proches les unes des autres, ce qui optimise l'itinéraire de livraison et permet de gagner du temps. Lorsque j'ai plusieurs commandes, je planifie la séquence des livraisons en fonction de la proximité des destinations et des délais de livraison attendus.

Pendant les périodes de pointe, il n'est pas rare d'avoir plusieurs commandes en attente. Dans ces cas, je priorise les livraisons en fonction du moment où la commande a été passée et de la distance à chaque destination. Je reste également en contact étroit avec le personnel des restaurants pour m'assurer que toutes les commandes sont prêtes à temps et qu'il n'y a pas de retards à la prise en charge.

Si je prévois des retards dus au trafic ou à d'autres facteurs, je notifie immédiatement les clients et j'ajuste la séquence de livraison si nécessaire pour m'assurer que toutes les commandes sont livrées aussi rapidement que possible.

**Interviewer** : Pourriez-vous partager une expérience de livraison particulièrement difficile que vous avez vécue et comment vous avez réussi à la résoudre ?

**Respondent C** : Bien sûr. Une des expériences les plus difficiles que j'ai vécues a eu lieu pendant une tempête de neige l'hiver dernier. Les routes étaient glissantes et la circulation était très lente. J'avais plusieurs livraisons à faire et j'étais préoccupée par la sécurité et la ponctualité.

Pour gérer la situation, j'ai d'abord contacté tous les clients pour les informer des retards possibles en raison des conditions météorologiques. La plupart étaient compréhensifs, mais je voulais quand même minimiser le retard autant que possible. J'ai utilisé l'application pour trouver les itinéraires les plus sûrs et les plus rapides, même si cela signifiait prendre un chemin plus long mais moins encombré.

À chaque destination, j'ai veillé à expliquer la situation au client et à m'excuser pour le retard. Heureusement, tout le monde était compréhensif, et j'ai fait en sorte de traiter chaque livraison avec soin pour éviter tout problème dû aux conditions météorologiques. C'était une journée difficile, mais en restant calme et en communiquant efficacement, j'ai pu accomplir toutes les livraisons en toute sécurité.

**Interviewer** : Cela semble avoir été une situation exigeante. Il est impressionnant de voir comment vous l'avez gérée. Comment votre rôle s'intègre-t-il dans les opérations globales de l'entreprise, et comment interagissez-vous avec les autres équipes, comme le service client ou la logistique ?

**Respondent C** : Mon rôle en tant que livreuse est essentiel aux opérations de l'entreprise, car nous sommes en quelque sorte le lien final entre l'entreprise et le client. L'interaction avec les autres équipes, en particulier le service client et la logistique, est cruciale pour garantir que les livraisons se déroulent sans encombre.

Je communique fréquemment avec l'équipe du service client, surtout si des problèmes nécessitent une résolution pendant une livraison, comme des commandes incorrectes ou des plaintes de clients. Cette collaboration est essentielle pour fournir des solutions en temps réel aux clients et pour garantir que leur expérience reste positive, même en cas de difficultés.

L'équipe logistique est également clé dans mon rôle, car elle gère l'attribution des livraisons et l'efficacité globale de nos itinéraires. Elle fournit les données et les analyses qui nous aident à optimiser nos parcours de livraison et à améliorer notre performance globale. Cette interaction étroite assure que nous sommes tous alignés dans notre objectif de fournir une expérience sans faille au client.

**Interviewer** : En regardant vers l'avenir, quels sont, selon vous, les plus grands défis et opportunités dans votre rôle de livreuse de nourriture ?

**Respondent C** : Le plus grand défi à venir sera probablement de gérer l'augmentation continue du volume de commandes à mesure que la demande pour les services de livraison de nourriture continue de croître. Cela nécessitera une adaptation constante et la capacité de traiter plus de livraisons de manière efficace, sans compromettre la qualité du service ou la satisfaction du client.

Cependant, ce défi présente également une opportunité. À mesure que l'industrie se développe, il y aura davantage de place pour l'innovation dans la gestion des livraisons, peut-être grâce à des technologies avancées qui pourraient encore optimiser les itinéraires et réduire les temps de livraison. De plus, il existe une opportunité d'améliorer l'interaction avec les clients en offrant un service plus personnalisé, ce qui pourrait renforcer la fidélité des clients.

Il y a aussi un potentiel de croissance de carrière au sein de l'entreprise, que ce soit en passant à un rôle de superviseur ou en transitionnant vers d'autres domaines, comme la logistique ou le service client. Les compétences que j'ai développées en tant que livreuse — telles que la gestion du temps, l'interaction avec les clients et la résolution de problèmes — sont précieuses dans de nombreux autres rôles au sein de l'entreprise.

**Interviewer** : Il est intéressant d'entendre parler du potentiel de croissance et de l'évolution de votre rôle. Avant de conclure, y a-t-il autre chose que vous aimeriez ajouter et qui pourrait être pertinent pour ma recherche ?

**Respondent C** : Je voudrais simplement ajouter que travailler en tant que livreuse dans l'industrie de la livraison de nourriture offre une perspective unique sur l'importance de la communication et de l'empathie dans les interactions avec les clients. C'est un environnement dynamique où la flexibilité et la capacité à résoudre rapidement les problèmes sont essentielles.

De plus, la relation entre le service de livraison et les autres départements de l'entreprise est vitale. Notre efficacité est profondément liée au soutien que nous recevons de la

logistique, des partenaires de restaurant et de l'équipe technologique. C'est vraiment un effort d'équipe, ce qui souligne l'importance du travail en équipe pour offrir une expérience client sans faille.

**Interviewer** : Merci beaucoup pour vos précieux témoignages et pour avoir pris le temps de partager votre expérience aujourd'hui. Ces informations seront extrêmement utiles pour ma recherche.

**Respondent C** : Vous êtes le bienvenu. Je suis heureuse d'avoir pu contribuer. N'hésitez pas à me contacter si vous avez d'autres questions, et je vous souhaite bonne chance pour votre thèse.

**Interviewer** : Merci encore. Je n'y manquerai pas. Passez une excellente journée.

**Respondent C** : Merci, à vous aussi. Prenez soin de vous