

## Amazon Customer Satisfaction and Loyalty: an ECSI Approach

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December 6th, 2023

### ABSTRACT

*Amazon has established itself as the leading online retailer, owning 37.8% of the U.S market share (Chevalier, 2023). In order to maintain and expand its position within this highly competitive environment, Amazon must successfully retain its existing customers and attract new ones. One way to measure and improve customer retention is through customer loyalty (Anderson & Fornell, 2000). The European Customer Satisfaction Index (ECSI) approach has been applied as the theoretical framework of this study. This framework links customer satisfaction to its underlying factors, in turn, to its consequence, which is customer loyalty (Gronholdt, et al., 2000). Therefore, by leveraging loyalty as the compass of this research, the purpose of this study is to investigate the key attributes influencing customer commitment. To do so, a mixed method approach, combining qualitative and quantitative methodologies, guided by the ECSI model has been used. The qualitative results indicate Amazon's ability to transform the shopping experience from a transactional process to a transformational one. The quantitative results show statistically significant interactions between perceived value, customer satisfaction and customer loyalty.*

**Keywords:** Customer Loyalty, Customer Satisfaction, Amazon

### INTRODUCTION

Technological advancements over the last few years have transformed the way people buy and sell goods. Increased access to internet connection and affordable devices have lowered the barriers to online shopping and allowed customers to profit from online transactions. As a consequence, e-commerce has become a crucial component of the retail industry.

Due to the competitiveness of the online retail industry environment, businesses must successfully develop strategies to retain existing customers and attract new ones to stay on top of the market. One way to measure and improve customer retention is through customer loyalty. Those customers who trust a brand and tend to go back to the same one for future purchases, are also defined as loyal customers. Thus, loyal customers can be considered an asset to any firm and are a leading indicator of future profits (Anderson & Fornell, 2000).

The focus company of this study, Amazon, has established itself as the leading online retailer, owning 37.7% of the U.S. market share. Its mission, “to be Earth’s most customer-centric company” (Amazon, 2020), has helped the company to build a strong customer base and enjoy high rates of customer satisfaction and loyalty. In order to continue to expand its customer base and maintain its leading position within the industry, Amazon must investigate the factors that influence customer loyalty.

Existing research has found that one of the key factors for every company wishing to increase customer loyalty is customer satisfaction (Gronholdt, et al., 2000). Customer satisfaction is a measurement that determines the overall customer experience with a company’s products or services (Askariazad & Babakhani, 2015). Building upon this insight, the research question of this study is raised: does customer satisfaction contribute to increased loyalty among Amazon customers? Thus, by studying the relationship between customer satisfaction and loyalty, the researcher will gain a deeper understanding of how one variable influences the other one. To do so, the European Customer Satisfaction Index (ECSI) serves as the theoretical framework of this study. This model links customer satisfaction and its underlying factors and, in turn, to its consequence, which is customer loyalty (Gronholdt, et al., 2000). The results will have important implications for Amazon’s marketing strategy used to create customer satisfaction and loyalty.

## LITERATURE REVIEW

As business organizations started investing more time in understanding customer relationships and buying behavior, the concept of loyalty became increasingly vital (Jayadeva et al., 2022). This concept is defined as the biased response towards a brand or product shown over a period of time and by a buying behavior pattern of an individual (Ishak & Ghani, 2013). When the relationship between a customer and a brand is strong, the likelihood of existing customers repeating purchases and choosing a brand over competitors increases. Therefore, loyalty is related to customer preferences and affinity for a brand.

There are several benefits to developing a strong loyalty relationship with your customers. A study by Reichheld (2000) revealed that companies have to spend four times more money to attract new customers than to retain loyal ones (Mao, 2010). The study goes on to indicate that it takes only 5% of wealth to keep the loyalty of an individual customer. Loyal customers also tend to be less sensitive to price changes due to the emotional connection and trust they have developed with the brand. These customers perceive a higher value in the products offered by the brand and would justify a higher price with the overall experience. Another potential benefit is that loyal customers are more likely to engage in marketing activities and act as brand advocates (Mao, 2010). By repeatedly buying products from the same brand over time, an individual

will share their customer experiences with their family and friends. However, loyalty can have different definitions, with the most common ones being distinguished between brand loyalty and customer loyalty. Customer loyalty is defined as the likelihood of a customer making repeated transactions (Ball et al., 2004). Brand loyalty is defined as the relationship commitment and degree to which a customer desires to remain in the relationship with the brand (Ball et al., 2004).

While brand loyalty is highly valuable, it does not guarantee that a customer is going to make repeat purchases. For this reason, this research has focused on customer loyalty, as it leads to more profitability. Although clearly distinct, it has been found that loyalty and customer satisfaction are closely linked in the realm of business (Gronholdt, et al., 2000). Anderson & Fornell (2000) define customer satisfaction as the response to an evaluation of the perceived discrepancy between expectations and the product's actual performance, as perceived after its consumption.

As previously discussed above, loyal customers lower the cost of attracting new customers and enhance the firm's overall reputation, as they are more likely to advocate for the brand. Satisfied customers also contribute to this dynamic. If a product exceeds customer expectations, they will be happy. In contrast, dissatisfied customers have the opposite effect, they may spread their negative experiences with others, potentially diminishing the brand's reputation and shrinking your customer base. A study shows that 60 % of consumers that have a bad experience share it with others and tell three times as many people, compared to only 46 % who share the good ones (Patel, n.d.).

Furthermore, 61% of people stop doing business with a company following a negative customer experience (Szyndlar, 2023). Therefore, it is important to prioritize keeping satisfied customers, reduce unsatisfied ones, and develop measures for dissatisfaction management.

If customer satisfaction is such an important factor in enhancing loyalty, how should it be measured? There are different approaches available to estimate the actual measurement of customer satisfaction, with the ECSI model being one of them. This theoretical framework is a well-established tool for measuring customer satisfaction and its underlying factors (Gronholdt, et al., 2000). The ECSI model has been validated across several European countries and industries (Ball et al., 2004). The surveys guided by the ECSI model serve as a way to measure the real experience customers have with a specific brand. Statistical models are used to explore the relationships between the variables within the ECSI model. After computations are carried out, a score from 1 to 100 is obtained. This score shows how satisfied customers are with a brand, with values closer to 100 being more optimal. It also makes it easier to compare and evaluate satisfaction levels between companies within the same sector or industry in an objective way. The

U.S. online retail industry had an average of 80 in 2022 (Coppola, 2023). In that year, Amazon scored 84, reflecting positive experiences among customers and placing the company above the industry benchmark.

By applying the ECSI model to this research, several factors influencing customer loyalty among Amazon customers were explored. After performing the quantitative analysis, an exact customer satisfaction score was not obtained. However, the insights yielded from the examination shed light on different strategies and recommendations aimed at fostering greater loyalty and improving Amazon's overall marketing strategy.

### ***Research Objectives***

- To investigate the impact of customer satisfaction on customer loyalty.
- To identify key attributes that contribute to customer satisfaction and loyalty.
- To develop strategies that enhance customer satisfaction and loyalty.

## **METHODOLOGY**

To satisfy the research objectives of this study, the European Customer Satisfaction Index (ECSI) approach was employed. The ECSI model is a structural framework used to measure the overall customer satisfaction of a firm (Fornell, et al., 1996). It can be expected to provide a comprehensive and precise description of the processes that drive customer satisfaction, which, when analyzed and evaluated, will enhance firm performance (Eurico et al., 2013). This model was used as the framework for guiding both the qualitative and quantitative analysis.

The purpose was to gain valuable insights that can help Amazon to better understand the relationship between customer satisfaction and loyalty. Thus, a qualitative approach allowed the researcher to ask open-ended questions that facilitated exploration of the research question. First, an email was sent to a pool of individuals explaining the purpose of the research as well as asking for consent to conduct the interviews. Once the individuals replied to the email and they had verified they had made purchases of Amazon products/services within the last 12 months, a date and a time was set for the interviews. There were a total of 3 participants that were interviewed. In order to obtain a balanced set of interviews and diverse perspectives, the researcher interviewed two Amazon Prime members and one non-Prime member. These interviews were conducted, recorded, and then transcribed. After that, the researcher started analyzing the data by hand and through Python software libraries. By finding common words, and similar phrases, the researcher started a coding process where themes started emerging from the data.

For the quantitative methodology, three variables from the ECSI model were used to create the surveys. These were perceived value, customer satisfaction, and loyalty. The survey was created in qualtrics and distributed via email and social media to different individuals. The questionnaire items were based upon similar questions used in prior research studies. Once the survey responses were collected, a data cleaning process was carried out on Excel. Following this, a regression analysis was performed to investigate the relationships between variables. The survey sample size consisted of 72 respondents that included both male and female individuals. This quantitative analysis drove direct results that tested the research hypotheses.

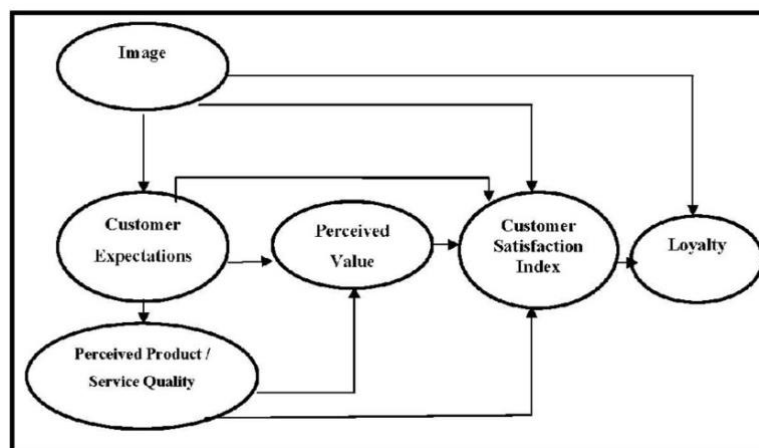
**H<sub>1</sub>:** customer satisfaction has a positive and statistically significant impact on customer loyalty.

**H<sub>2</sub>:** perceived value has a positive and statistically significant impact on customer loyalty.

As mentioned, not all the variables were included in the regression analysis. Due to the research design and time constraints, perceived value, customer satisfaction, and loyalty were chosen as the indispensable variables needed to understand customer relationships. This means that an overall ECSI score was not obtained. Nonetheless, its analysis offered an extensive view on how customers interact with Amazon and what aspects affect their purchasing decisions. Amazon will be able to use these research findings to adjust its marketing efforts and identify areas for improvement.

### ***The ECSI Model***

The model consists of seven latent (non-observable) variables divided into exogenous and endogenous variables. Exogenous variables include image, customer expectation, perceived product and service quality. Endogenous variables include perceived value, customer satisfaction, and loyalty. For a clearer description, Figure 1 illustrates the different variables and the relationships among them. Below is defined each variable included in the regression analysis of this research.



***Figure 1.*** The ECSI Model

### *Endogenous Variables*

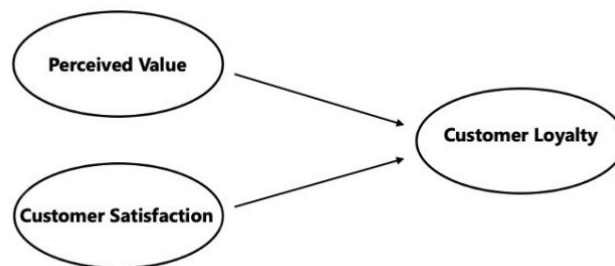
These are considered dependent variables that are influenced by other variables inside the model.

*Customer Satisfaction (CS)*: overall evaluation of a firm's performance or overall customer experience with a product.

*Perceived Value*: this variable reflects the perceived level of product quality relative to the price paid (Enrico & Dahlgaard, 2007).

*Loyalty*: this variable can be seen as an indicator of profitability and it is measured by the intention to repurchase or recommend products to others.

However, this research used a modified version of the ECSI model. This included perceived value and customer satisfaction as the independent variables and loyalty as the dependent variable. Their corresponding relationships are shown in Figure 2.



**Figure 2.** Modified Model

## **RESULTS AND DISCUSSION**

### *Content Analysis of Interviews*

**Note:** the interview questions can be found on Appendix A.

In order to identify key words in customer interview responses, a word cloud that can be seen in Fig. 3 was performed using Python. A word cloud is a graphical representation of the most frequently used words in the actual script of interview answers (Stanca & Campian, 2023). After identifying these frequently used words, the researcher can identify themes and patterns that are related to the ECSI framework. Therefore, once the interviews were transcribed, the data was filtered through this mechanism to recognize the words that were more frequently used by the interviewees.



**Figure 3.** Word cloud drawn on customer interview answers

As seen in Fig. 2, some of the most frequent words are fast, people, brand, and prime. When thinking about Amazon, the shopping experience follows three steps: first, the customer selects and buys a product, second, Amazon ships the product, and finally the product gets delivered. This three step process is purely transactional, especially when buying online products. However, the themes that emerged after analyzing the transcripts suggest that Amazon has the ability to make its shopping experience feel transformational.

Thinking about the second step of the shopping experience, which involves shipping the product, several words can be associated with it. Firstly by analyzing the word “fast”, this term can be associated with other words depicted on the word cloud, such as “delivery” and “first”. These words imply that interviewees appreciate and prioritize quick delivery of products. It also demonstrates that Amazon’s focus on fast and efficient delivery across a wide selection of products is resonating with consumers.

The second theme came up after examining the word “brand”. The term indicates that interviewees associate Amazon with a specific brand identity that can be tied to the company’s reputation or overall image it has cultivated. Furthermore, “brand” can be associated with words such as “product”, and “advantage”. Amazon offers a vast selection of products, from electronics, to home goods, and more. This shows that interviewees are actively discussing the products available on Amazon’s website and how relevant they are to their needs. The word “advantage” implies that interviewees see benefits in choosing Amazon products/services over other competitors. These advantages could include the diversity of products offered by Amazon and the fast delivery options mentioned above.

The combination of “brand”, “product”, and “advantage” encourage customers to develop a connection with Amazon. Positive past experiences and satisfaction with Amazon’s services build a sense of trust and reliability in consumers, that over time can evolve to “loyalty”. This term appears in Fig. 2 and it is

one of the variables in the ECSI model. Through the qualitative interviews, it is apparent that Amazon customers are committed to the brand and have a strong sense of loyalty.

Another group of words with shared characteristics is “price”, “discount”, “deal”, “benefits”. This shows that interviewees take into consideration the cost of products. Moreover, purchasing decisions may also be influenced by reduced prices and promotional offers, as suggested by “discount” and “deal”. The mention of “benefits” implies that apart from the monetary aspect of their transactions, consumers also look for additional services. Amazon’s customer centric approach understands this concern, and meets consumer’s needs by including services such as music (term seen on the word cloud) within its Prime membership. The presence of these words reflects the different aspects that customers focus on during their shopping experiences. Furthermore, reduced prices, deals, and promotions contribute positively to the overall perceived value, which is another variable in the ECSI model.

Lastly, adverbs and adjectives such as “always”, “everything”, “really”, “obviously”, and “easy” are continuously mentioned in the transcripts. The words suggest a high positive sentiment among Amazon interviewees. “Always” shows there is a perception of reliability and consistency in the shopping experience. “Everything” can be linked to the wide variety of offerings available on the platform, showing that Amazon is meeting customer’s needs. “Really” and “obviously” imply a deep sense of satisfaction that customers obtain from their shopping experiences. “Easy” emphasizes the convenience of shopping on Amazon. Together, these words show how the interviewees feel about Amazon, reflecting a positive and reliable experience.

The words and themes mentioned above led the researcher to the last word of the transcript analysis: “people”. Amazon has the mission of being the Earth’s most customer-centric company and is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking (Amazon, 2020). The way interviewees discuss Amazon resonate profoundly with the company’s mission and principles. Customers highlighted Amazon’s efficient and fast delivery, diversity of product offerings, value for money, reliability and convenience. These positive aspects of the shopping experience demonstrate Amazon’s customer-centric approach and commitment to its mission. Furthermore, they are particularly relevant within the ECSI framework and the measurement of perceived value, customer satisfaction and loyalty variables.

Perceived value is defined as the perceived level of product quality relative to the price paid (Enrico & Dahlgaard, 2007). Interviewees value Amazon for its competitive pricing, benefits, and promotions. These are factors that contribute to how customers perceive the value of their purchases.



Customer satisfaction is defined as the overall evaluation of a firm's performance. The company's focus on customer service, innovation, and consistently delivering a smooth shopping experience contribute to high levels of satisfaction. This can be seen through indicators such as high positive sentiment and the constructive perceptions that interviewees have about Amazon.

Loyalty is the third variable and it is measured by the intention to repurchase or recommend products to others. It is about the emotional connection that customers develop with a brand over a period of time. Through consistent positive experiences, interviewees have developed a sense of trust for Amazon. Additionally, the company has built a personal connection with the interviewees by paying attention to their needs and exceeding their expectations. Amazon's exclusive benefits that come with its loyalty program show its appreciation for customers and encourages them to stay with the company. Through this, Amazon has built a strong reputation that has allowed the firm to solidify itself as the leading online retailer. Furthermore, as firstly mentioned in this section, the shopping process can be purely transactional. However, by fostering a relationship with the customer, this process becomes transformational and optimizes the transition to loyalty.

The emerging themes and elements discussed in the qualitative analysis were further assessed through customer surveys. The results are discussed in the following section.

### ***Survey Analysis***

The participants were requested to provide input on various topics, including spending habits, satisfaction with Amazon's products and services, and factors impacting their general client contentment.

**Note:** *The items used in the survey can be seen on Appendix A.*

After examining the quantitative data, the researcher found that most of the respondents are between the ages of 18 and 29, and a significant number of them spend between \$0 and \$50 on Amazon every month. The majority of them are also Prime members of Amazon. One interesting insight that came up when comparing average monthly spending among Amazon Prime members and non-Prime members is that Prime members were willing to spend more money on the platform. Moreover, a considerable proportion of respondents strongly agreed with statements about product quality, delivery speed, and customer service, suggesting that overall satisfaction is good. Based on evaluations, respondents believe that Amazon offers superior items and services when compared to competitors. It seems that competitive pricing, on-time delivery, and high-quality products have the greatest effects on consumer satisfaction. Respondents are

prepared to pay greater costs for Amazon, highlighting the significance of ease and cost in determining their level of happiness overall.

The majority of respondents indicated that they were very likely to recommend Amazon to others and repurchase products and services, suggesting that their present experiences will have a positive effect on future interactions. However, something worth noting is that when comparing Prime to non-Prime members, the first ones were 14 % more likely to recommend Amazon to others. In addition, the favorable opinions expressed about Amazon Prime imply that the membership makes an important contribution to total consumer happiness.

Regression analysis was used to assess the impact of various factors on consumers' overall evaluations for Amazon. Specific concerns regarding the quality of the product or service, the shopping experience, and agreement with fulfillment expectations were the focus of the study. With a positive coefficient of 0.34 (p-value = 0.004), the analysis particularly showed that consumers' choices of the quality of the product or service (Q1) strongly influenced their total ratings. Similarly, a coefficient of 0.37 (p-value = 0.002) suggests that overall ratings were positively impacted by satisfaction with Amazon's shopping experience, particularly when compared to an ideal online shopping experience (Q3). On the other hand, with a coefficient of -0.33 (p-value = 0.015), the study revealed a negative association between overall ratings and satisfaction, notably with the overall shopping experience (Q4). In addition, a coefficient of 0.33 (p-value = 0.002) indicated that customers' agreement that Amazon met their expectations in their most recent buying experience (Q5) significantly impacted overall evaluations.

***Note:** the summary output of the regression analysis of each question mentioned above can be found in Appendix A.*

After calculating the averages for the columns of perceived value, customer satisfaction, and loyalty, the model's adjusted R squared value of 0.43 suggests that 43% of the variance in the dependent variable is explained by perceived value and customer satisfaction. This result makes sense, as other variables affecting loyalty within the ECSI model were not included in this research. Furthermore, the regression results were able to support H<sub>1</sub> and H<sub>2</sub> by obtaining a p-value lower than 0.05. According to the results illustrated in table IV, there is a statistically significant relationship between perceived value, customer satisfaction and loyalty. This shows a potentially new relationship inside the ECSI model, as perceived value is hypothesized to have an impact on customer satisfaction, but not directly on loyalty.

**Table IV** *Summary Output*

<i>Regression Statistics</i>	
Multiple R	0.66
R Square	0.43
Adjusted R Square	0.42
Standard Error	0.42
Observations	73

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	2	9.59	4.80	26.63	0.00
Residual	70	12.61	0.18		
Total	72	22.20			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.42	0.45	0.93	0.3552	-0.48	1.32	-0.48	1.32
PV	0.28	0.11	2.49	0.0153	0.06	0.50	0.06	0.50
CS	0.51	0.13	3.80	0.0003	0.24	0.77	0.24	0.77

## CONCLUSION

The goal of this paper was to investigate loyalty and the key attributes influencing customer commitment. Both qualitative and quantitative analysis offered valuable insights that can be leveraged by Amazon. The qualitative findings indicated Amazon's ability to transform the shopping experience from a transactional process to a transformational one. Customers are committed to the brand and have developed a deep sense of trust. This is accomplished through Amazon's commitment to its customer-centric mission. The company continuously delivers positive experiences and exceeds customer expectations. Customers emphasized the consistency and reliability of their shopping experiences, and the convenience of shopping on Amazon.

The quantitative results revealed that the most influential determinant of loyalty is customer satisfaction. Furthermore, competitive pricing, on-time delivery, and high-quality products showed the greatest effects on consumer satisfaction. A valuable insight is that Amazon Prime members are more likely to recommend Amazon to others, to spend more money on the platform, and they have a better shopping experience. This suggests that a shift towards prioritizing customer retention as opposed to acquisition may be more cost-effective. Together, these findings offer an in-depth understanding of the dynamics affecting customer behavior and can serve as a guide in the development of marketing strategies aimed at fostering loyalty. Nonetheless, loyalty is a complex phenomenon influenced by several non observable factors. Thus, a final suggestion for Amazon is to further explore the factors included in the ECSI model that were not part of this research.

### **LIMITATIONS AND FUTURE RESEARCH**

This research successfully collected primary data from three customer interviews and 72 survey participants that had purchased Amazon products within the last 12 months. By doing so, the hypotheses were tested and the research objectives were accomplished. However, this research is not complete, as other variables present in the ECSI model were not explored. This is both a limitation and a need for future research. Furthermore, 92% of the survey participants fell within 18 and 29 years of age. This suggests a potential limitation, as the findings of this study cannot be generalized to the entire population. Future investigations that include participants with a wider age range, will help Amazon to better understand consumer behavior across different age groups. Also, achieving a higher number of survey participants will increase the validity and reliability of the research findings.

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## APPENDIX A

**Table I** *Qualitative Interview Containing Items*

Interview Questions
Q1. Are there any particular products or categories where you feel Amazon excels compared to other online retailers? Why do you believe Amazon stands out in those areas?
Q2. Can you share a recent instance when you encounter an issue or challenge while using Amazon services? How did Amazon handle the situation and were you satisfied with the resolution?
Q3. What are the top three benefits of Amazon Prime that you value the most and how do they influence your satisfaction and loyalty to the platform?
Q4. What specific aspects of amazon online platform do you find most appealing and user friendly?
Q5. How often do you discuss Amazon or Amazon Prime with friends, family or colleagues? Do these conversations influence your loyalty to the brand?

**Table II** *Amazon ECSI Survey containing items*

Latent Variable	Measurement Variables
Perceived Value	Q1. Rate the <i>quality</i> of products/services given the prices you pay (from (1) being very poor to (5) being excellent))
Perceived Value	Q2. When compared to competitors, Amazon's products/services are: (from (1) being much worse to (5) being much better)
Customer Satisfaction	Q3. When comparing your shopping experience with Amazon to an ideal online shopping experience, how satisfied are you? (from (1) being very unsatisfied to (5) being very satisfied)
Customer Satisfaction	Q4. How satisfied are you with your overall experience shopping with Amazon? (from (1) being very unsatisfied to (5) being very satisfied)
Customer Satisfaction	Q5. Amazon fulfilled my expectations in my most recent shopping experience, including product quality and delivery time. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q6. My orders are typically delivered within the estimated timeframe. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q7. Amazon offers a wide range of products that meet my needs. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q8. Amazon customer support is responsive and helpful. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q9. The prices at Amazon are competitive. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q10. I would be willing to pay higher prices for Amazon than other brands. (from (1) being strongly disagree to (5) being strongly agree)
Customer Satisfaction	Q11. Please rank factors by dragging them from 1 to 5 based on their contribution to your customer satisfaction: price, convenience, shipping fees, product availability, good customer service.
Customer Satisfaction	Q12. Amazon Prime contributes to my overall level of customer satisfaction. (from (1) being strongly disagree to (5) being strongly agree)
Customer Loyalty	Q13. How likely are you to repurchase products or services from Amazon in the future? (from (1) being very unlikely to (5) being very likely)
Customer Loyalty	Q14. How likely are you to recommend Amazon to friends and family? (from (1) being very unlikely to (5) being very likely)
Customer Loyalty	Q15. How likely are you to recommend Amazon based on your shopping and service experiences? (from (1) being very unlikely to (5) being very likely)

**Table III** *Demographic Information*

Measure	Item	(%)
Gender	Male	23
	Female	77
Age	18-23	43
	24-29	50
	30-35	4
	35 and over	4
How much, on average, do you spend on Amazon each month	\$0-\$50	77
	\$51-\$100	17
	\$101-\$200	6
	\$500 or more	0
Amazon Prime Member	Yes	66
	No	34

**Table IV** *Summary Output*

Regression Statistics	
Multiple R	0.66
R Square	0.43
Adjusted R Square	0.42
Standard Error	0.42
Observations	73

ANOVA						
	df	SS	MS	F	Significance F	
Regression	2	9.59	4.80	26.63	0.00	
Residual	70	12.61	0.18			
Total	72	22.20				

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.42	0.45	0.93	0.3552	-0.48	1.32	-0.48	1.32
PV	0.28	0.11	2.49	0.0153	0.06	0.50	0.06	0.50
CS	0.51	0.13	3.80	0.0003	0.24	0.77	0.24	0.77

**Table V** *Summary Output of Questions with most Impact on Loyalty*

Regression Statistics	
Multiple R	0.68
R Square	0.46
Adjusted R Square	0.43
Standard Error	0.52
Observations	73

ANOVA					
	df	SS	MS	F	Significance F
Regression	4	15.27	3.82	14.34	0.00
Residual	68	18.10	0.27		
Total	72	33.37			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.71	0.53	1.35	0.1823	-0.34	1.77	-0.34	1.77
PV1	0.34	0.11	2.96	0.0043	0.11	0.57	0.11	0.57
CS1	0.37	0.11	3.21	0.0020	0.14	0.60	0.14	0.60
CS2	-0.33	0.13	-2.50	0.0148	-0.59	-0.07	-0.59	-0.07
CS3	0.33	0.10	3.29	0.0016	0.13	0.53	0.13	0.53