# A Study on Customer Satisfaction in Tastings Hamburg: A Case Study of Xinhua Store in Zhanjiang

AiYing Chen[1], An-Shin Shia[2], Mei Hui Qi[3*]

[1]*Student, Business School, Lingnan Normal University, Zhanjiang, Guangdong, China;*
[2]*Associate Professor, Business School, Lingnan Normal University, Zhanjiang, Guangdong, China;*
[3]*\*Assistant Professor, School ofBusiness, Lingnan Normal University, Zhanjiang 524048, Guangdong, China*

***ABSTRACT:*** *With the improvement of living standards, people pay more and more attention to the overall dining experience when eating out. Satisfactory customer experience determines the customer's repeat consumption, which plays an important role in the long-term operation of enterprises. In recent years, the competition of western fast food in China has become increasingly fierce. As a rising star, Tasting Burger has developed rapidly, but still faces many threats and challenges such as homogenization competition. Therefore, improving customer satisfaction becomes the first choice to enhance its core competitiveness. Based on the American ACSI model, this study selects the indicators of customer satisfaction, makes model assumptions, and tests the hypotheses and model through questionnaire survey and data analysis. Finally, according to the final analysis results, the hypotheses are revised and effective countermeasures are proposed to improve the customer satisfaction of Tasting Burger.*

***KEY WORD****: ACSI model, Customer satisfaction, Countermeasure analysislocal, Western style fast food.*

## I.    INTRODUCTION

**1.1 Background**

Western fast food has a history of more than 38 years in China. With the opening of "Yili Fast" western restaurant in Beijing in 1984, many western fast food chain brands entered the Chinese mainland market, and were warmly welcomed by people, ushering in a high-speed development of the western fast food industry. With the deepening of reform and opening up, the urbanization rate continued to increase, the disposable income and consumption level of residents increased, and the western fast food market developed rapidly. The scale of China's western food market was 246.76 billion yuan in 2020, slightly lower than 254.16 billion yuan in 2019 due to the impact of the epidemic, rising to 280.07 billion yuan in 2021, and expected to show a growth trend year by year after 2022 (iiMedia, 2022) as shown in Figure 1.
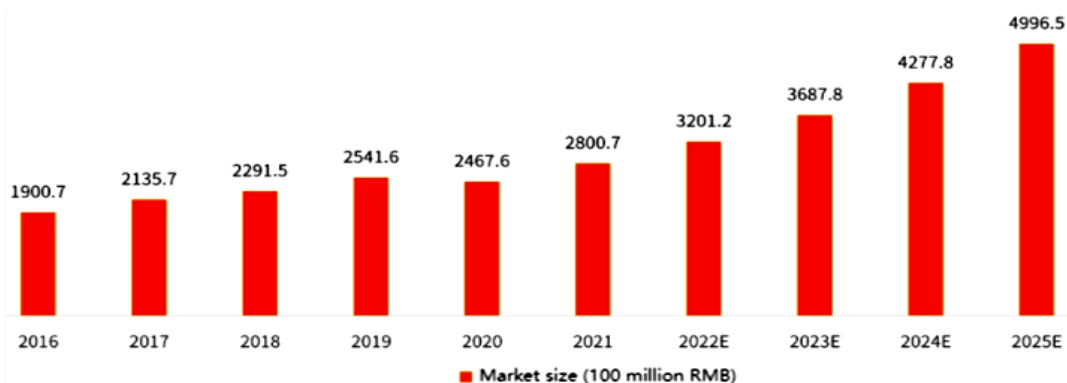


**Figure 1 China's Western Fast Food Market Size and Forecast for 2016-2025**
*Source: iMedia Data Center 2022*

As the scale of the western fast food market grows larger, the market mechanism becomes more mature, the fast food products are rich and diverse, and the market competition becomes more intense. Especially when the western fast food giants KFC and McDonald's continue to advance their sinking strategy, actively increase the number of stores in the sinking market, and further intensify the competition in the western fast food market. In today's fierce competition in the western market, low price and promotion strategies are no longer the magic weapon for enterprises to stand invincible, therefore, improving customer satisfaction is the

first choice to enhance the core competitiveness of enterprises, and to better meet people's needs for healthy and delicious products and high-quality services.

Customer satisfaction research can help enterprises optimize costs, improve customer loyalty, promote customer repeat purchases, and enhance enterprise core competitiveness. Therefore, this case study of customer satisfaction has two important meanings. In practice, it conducts research on the factors that affect the customer satisfaction of this case, proposes effective countermeasures to improve customer satisfaction, and then enhances its core competitiveness and achieves long-term development. In theory, there are abundant research results on customer satisfaction and customer perceived value, but there are few studies on customer satisfaction of local western fast food, so this topic has certain research value, and also provides some references and ideas for the development of other western fast food enterprises.

The purpose of this study is to:

a.By reviewing the literature on customer satisfaction, find out the key influencing factors, and determine the quantitative model of TSD customer satisfaction.

b.To study the formation mechanism of TSD customer satisfaction in depth, analyze the relationship between the factors of the model, and propose countermeasures to improve customer satisfaction, so as to improve TSD customer satisfaction.

c.This study combines the factors that affect TSD customer satisfaction with the western fast food industry, and finally obtains more targeted research results.

## II.     LITERATURE REVIEW

### 2.1 Customer Satisfaction
The concept of "customer satisfaction" was first proposed in 1965, and scholars have different opinions on the definition of "customer satisfaction". Howard and Sheth (2009) think it is the definition that customers compare the monetary cost they pay with their harvest. Oliver (1981) think it is a psychological state, which is the emotional state when the customer's consumption experience expectation is consistent with the experience. Johnson and Fornell (1991) think it is the overall evaluation of all consumption experiences of a certain product/service provider by customers. Hoffman thinks that the customer's evaluation of the product/service quality comes from the customer's psychological reflection (Hu, 2022).

### 2.2 Current Situation of Customer Satisfaction Research
Foreign scholars proposed the theory of customer satisfaction in the last century, and they have been actively exploring the evaluation methods, systems and models of customer satisfaction. Richard (1965) pointed out that customer satisfaction significantly stimulates consumers to carry out secondary or multiple consumption activities, making customer satisfaction the first application in the field of marketing. In the next 20 years, the customer satisfaction theory continued to develop and was applied in practice. Claces (1989) constructed the Swedish Customer Satisfaction Barometer Index (SCSB) model. The SCSB model made Sweden the first country to conduct a national customer satisfaction survey. Claces (1994) developed the American Customer Satisfaction Index (ACSI) model (Kan, 2023) based on the SCSB model. The European Union also conducted a customer satisfaction survey in 1999. They conducted an in-depth analysis of the research data based on the reference of the ACSI model, and finally established the European Customer Satisfaction Index (ECSI) system (Jin & Lu, 2023). Many countries started to establish customer satisfaction indexes related to their own countries after 1995.

China's research on customer satisfaction started after 1990, and the research on customer satisfaction developed rapidly. In 1995, Tsinghua University, the highest institution, became the first domestic university to study the customer satisfaction of the country. Tsinghua University School of Economics and Management (2003) successfully established the China Customer Satisfaction Evaluation Model (CCSI) (AQSIQ, 2003).

Since then, domestic scholars have continued to explore and further enrich the index theory of customer satisfaction. Wang and Wang (2007) proposed that the main way to improve customer satisfaction is to improve the perceived level of control in the customer participation process. Wang et al. (2014) pointed out that the service scene, core and additional services, and the emotional labor of employees in the service experience significantly affect customer satisfaction.

### 2.3 Customer Satisfaction Model
The customer satisfaction theory has developed for decades, and the development of customer satisfaction models has become more and more. SCSB (Wang, 2023), ACSI type (Kan, 2022) and ECSI (Jin & Lu, 2023) are relatively famous models.

### 2.3.1 American Customer Satisfaction Model (ACSI)
The ACSI model adds structural variables (perceived quality): the result variables are customer loyalty and customer complaints; the antecedent variables are customer perceived value, quality, customer satisfaction, expectations, and loyalty and complaints, etc., a total of six variables (Kan, 2022). As shown in Figure 3.
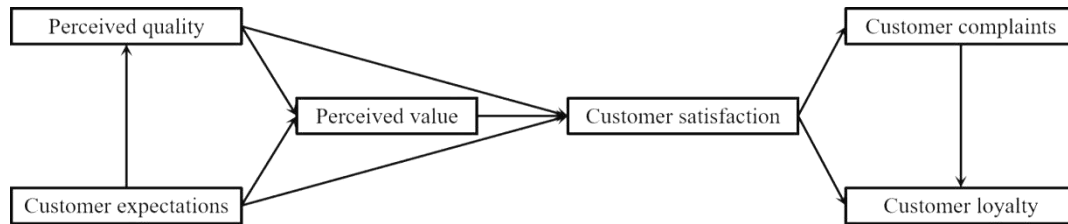
**Figure 3 American Customer Satisfaction Model**
*Source: CFI Group, 1988.*

## III. SELECTION OF CUSTOMER SATISFACTION INDICATORS AND MODEL ASSUMPTIONS

### 3.1 Determine the structural variables of customer satisfaction

According to the introduction above, this study determines the influencing factors of TSD customer satisfaction as follows.

### 3.1.1 Customer Expectations

Customer Expectations (CE): It is the customer's expectation that the whole consumption can meet the needs. If satisfied, it is the psychological expectation, otherwise dissatisfaction. The CE variable in customer satisfaction research has been proven to be very reliable by many studies, and it can reflect the current/past products/services and predict the future quality situation. Therefore, this time the "CE" model is used as the antecedent variable.

### 3.1.2 Product Perceived Quality

Product Perceived Quality (PPQ): The product of western fast food is food, and food is the most critical part of western fast food enterprises. The quality of food largely determines the advantages and disadvantages of enterprises. For catering enterprises, the customer's perception of food quality directly determines their customer satisfaction. Therefore, this variable of product quality perception is adopted, and its specific observation variables include food taste, variety, hygiene, price, packaging and portion.

### 3.1.3 Environmental Perceived Quality

Environmental Perceived Quality (EPQ): With the improvement of people's living standards, customers pay more and more attention to their actual dining environment. The current products of western fast food are relatively comprehensive, and it is hard to have a new breakthrough. If we start from creating a warm dining atmosphere and improving the comfort of the hardware facilities, it will be easier to attract customers to consume and make them feel satisfied. Therefore, environmental perceived quality is used as a structural variable, and its observation variables include hygiene, layout, decoration, atmosphere, hardware facilities comfort and location convenience.

### 3.1.4 Service Perceived Quality

Service Perceived Quality (SPQ): Fast food industry is one of the service industries, and western fast food is inseparable from service. High-quality service can make customers feel more satisfied, and also help enterprises and consumers establish good relationships. Regarding this structural variable, the observation variables are employee service attitude, service comprehensiveness and service waiting time.

### 3.1.5 Perceived Value

Perceived Value (PV): It is the comprehensive evaluation of the consumption by the customer after the consumption, by comparing the actual experience and the cost expenditure. Customer satisfaction changes with the change of perceived value. When the perceived value increases, the customer satisfaction also increases; when the perceived value decreases, the customer satisfaction also decreases.

### 3.1.6 Customer Satisfaction

Customer Satisfaction (CS): It is the most important structural variable in the model, which is obtained by evaluating the four aspects of overall, quality, environment and service. It is an indispensable variable for measuring satisfaction in the model. "Customer Satisfaction" is an indispensable variable in this study.

"Customer Complaints" is a variable of the ACSI model (Kan, 2022), which is not adopted in this study. Because it has no significant impact on the survey results of five industries in Norway (6900 customers) (Liu at., 2003), mainly showing that complaint handling does not significantly affect customer satisfaction/loyalty.

"Customer Loyalty" is a variable of ACSI (Kan, 2022), and also a result variable of customer satisfaction, while the content of this study mainly concerns the problem of influencing factors of TSD customer

satisfaction, so the variable of "customer loyalty" is not adopted. Table 1 lists the structural variables and their observation variables of the TSD customer satisfaction evaluation model.

**Table 1 Structural Variable of TSD Customer Satisfaction Evaluation Model**

| Structural Variable | Observed variable | Code |
|---|---|---|
| CE | Overall expectations for store quality | L1 |
| | Expectations for dining food | L2 |
| | Expectations for the overall environment of the store | L3 |
| | Expectations for dining services | L4 |
| PPQ | Evaluation of Food Taste and Deliciousness | M1 |
| | Evaluation of the quantity of food types | M2 |
| | Evaluation of food hygiene status | M3 |
| | Evaluation of Affordable Food Prices | M4 |
| | Evaluation of Food Appearance Packaging | M5 |
| | Evaluation of sufficient portions of food | M6 |
| EPQ | Evaluation of store environment hygiene and cleanliness | N1 |
| | Evaluation of store layout and decoration | N2 |
| | Evaluation of restaurant dining atmosphere | N3 |
| | Evaluation of the Comfort of Store Hardware Facilities | N4 |
| | Evaluation of Convenient Store Location | N5 |
| SPQ | Evaluation of the service attitude of store employees | O1 |
| | Comprehensive evaluation of the thoughtful service provided by employees | O2 |
| | Evaluation of service waiting time | O3 |
| | Evaluation of timely handling of customer complaints | O4 |
| PV | Evaluation of food/service/dining environment/price | P1 |
| CS | Overall satisfaction with the store | Q1 |
| | Satisfaction with store food | Q2 |
| | Satisfaction with store environment | Q3 |
| | Satisfaction with store services | Q4 |

**3.2 Proposed Customer Satisfaction Evaluation Model**

Based on the theoretical description of the research topic, the ACSI model, and the characteristics of this case, a CS evaluation model is proposed, as shown in Figure 4.
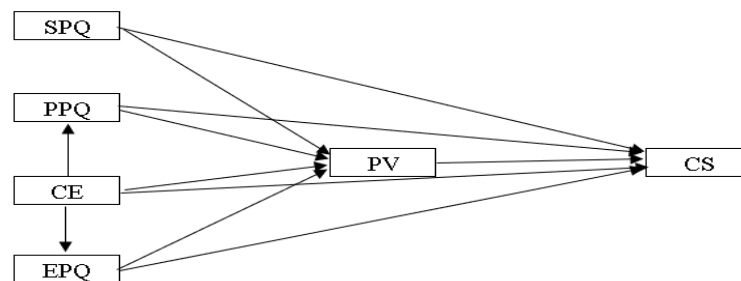


**Figure 4 Customer Satisfaction Hypothesis Model**

**3.3 Hypothesis of the Relationship between Model Structural Variables**

Based on the proposed customer satisfaction hypothesis evaluation model, the hypothesis of the correlation between each variable is made (as shown in Table 2), and the empirical research of this case is carried out.

**Table 2 Assumptions on the Relationship between Structural Variables**

| Num | Assumption Content |
|---|---|
| 1 | There is a negative correlation between customer expectations and product quality perception |
| 2 | There is a negative correlation between customer expectations and environmental quality perception |
| 3 | Perceived value is negatively correlated with customer satisfaction |
| 4 | There is a negative correlation between customer expectations and perceived value |
| 5 | There is a negative correlation between customer expectations and customer satisfaction |
| 6 | Product quality perception is positively correlated with perceived value |
| 7 | Product quality perception is positively correlated with customer satisfaction |
| 8 | There is a positive correlation between environmental quality perception and perceived value |
| 9 | Environmental quality perception is positively correlated with customer satisfaction |
| 10 | Perceived service quality is positively correlated with perceived value |
| 11 | Perceived service quality is positively correlated with customer satisfaction |

## IV. EMPIRICAL SURVEY RESEARCH

### 4.1 Research Object

The research object of this study is Tasting Xinhua Store in Zhanjiang (hereinafter referred to as TSD), which was established in 2012, mainly targeting young people, with affordable prices and Chinese style, featuring localized flavors and convenient dining hand-made burgers and pizzas. It is a well-known catering chain brand, with 5 main burgers and pizzas in 2017, "freshly baked bun" in 2018, and "making Chinese people's own burger brand" as the development direction since 2019. TSD interprets the brand concept and endows the brand with energy from three dimensions: cultural brand, creative burger, and close to customers.

Data show that as of December 2022, it has more than 2,000 stores, and new stores cover 2,243 places in all provinces across the country. As of January 2023, the number of online member registrations nationwide reached 23.62 million (Xinchao Media Group, 2023). The brand of the group mainly adopts standardized operation process in the management and development of each branch, which makes the management of goods/services of each store tend to be consistent, so this study only takes TSD as the scope of research.

### 4.2 Design of Questionnaire

According to the operation characteristics and customer consumption habits of TSD, the main factors affecting customer satisfaction are preliminarily determined to be 16 different variables, which are: food taste, food variety, food hygiene, food portion, food appearance packaging, food price, environmental hygiene, store layout decoration, dining atmosphere, hardware facilities, location convenience, service attitude, service comprehensiveness, waiting time, handling customer complaints, consumption price, etc. All these variables are preliminarily analyzed.

The questionnaire content is mainly based on the customer satisfaction survey form of Jishengke Fast Food Restaurant (Fang, 2016), with a total of 25 questions, of which 4 questions are about personal basic information and 21 questions are about customer satisfaction survey. The second part of the customer satisfaction survey scale adopts the Likert 5-point scale, and assigns 1-5 points to different options.

### 4.3 Pre-test of Questionnaire

The survey object is mainly focused on customers who have consumed at Xinhua Road Store. Through SPSS 27 statistical analysis and collation of the questionnaire, the data of TSD customer satisfaction influencing factors are obtained. This survey issued 50 questionnaires, which were WeChat questionnaires, and the number of valid questionnaires recovered was 50, with a questionnaire pass rate of 100%.

#### 4.3.1 Descriptive Analysis

The satisfaction score of this survey is 1-5 points, with 3 as the theoretical median, less than 3 points means dissatisfaction, 3 points means neutral attitude, and more than 3 points means satisfaction. According to the results of Table 3, the mean values of all the questions above are between 3.8 and 4.14, showing a high level of customer satisfaction.

**Table 3 describes statistics**

| Project | Num of cases | Min value | Max value | Avg value | Standard Deviation |
|---------|--------------|-----------|-----------|-----------|--------------------|
| L1 | 50 | 3 | 5 | 4 | 0.639 |
| L2 | 50 | 2 | 5 | 4.02 | 0.742 |
| L3 | 50 | 3 | 5 | 4.08 | 0.665 |
| L4 | 50 | 3 | 5 | 4.12 | 0.659 |
| M1 | 50 | 3 | 5 | 4.04 | 0.638 |
| M2 | 50 | 3 | 5 | 3.86 | 0.67 |
| M3 | 50 | 3 | 5 | 4.1 | 0.678 |
| M4 | 50 | 3 | 5 | 3.94 | 0.682 |
| M5 | 50 | 3 | 5 | 4.14 | 0.572 |
| M6 | 50 | 3 | 5 | 3.88 | 0.746 |
| N1 | 50 | 3 | 5 | 4.02 | 0.622 |
| N2 | 50 | 3 | 5 | 3.86 | 0.67 |
| N3 | 50 | 3 | 5 | 3.98 | 0.622 |
| N4 | 50 | 3 | 5 | 3.8 | 0.606 |
| N5 | 50 | 3 | 5 | 4.1 | 0.647 |
| O1 | 50 | 3 | 5 | 4 | 0.639 |
| O2 | 50 | 3 | 5 | 3.98 | 0.622 |

| | | | | | |
|----|----|----|----|----|-------|
| O3 | 50 | 3 | 5 | 3.84 | 0.681 |
| O4 | 50 | 3 | 5 | 3.92 | 0.665 |
| P1 | 50 | 2 | 5 | 3.9 | 0.647 |
| Q1 | 50 | 3 | 5 | 4 | 0.571 |
| Q2 | 50 | 3 | 5 | 4.04 | 0.605 |
| Q3 | 50 | 3 | 5 | 4 | 0.67 |
| Q4 | 50 | 2 | 5 | 4 | 0.67 |

**4.3.2 Reliability and Validity Analysis**

The reliability test results of the questionnaire sample are shown in Table 4. The Alpha coefficients (α) of each variable are all greater than 0.9, and the combined reliability coefficient a=0.972, indicating that the reliability of this scale is excellent.

**Table 4 Reliability statistics of various structural variables and overall**

| Level | Variable | Items | Cronbach( α ) |
|-------|----------|-------|---------------|
| Influence factor | CE | 4 | 0.940 |
| | PPQ | 6 | 0.931 |
| | EPQ | 5 | 0.930 |
| | SPQ | 4 | 0.930 |
| Result variables | CS | 4 | 0.937 |
| | Overall inspection | 24 | 0.972 |

**Validity analysis:** KMO and Bartlett test are performed on the scale, as shown in Table 5, KMO=0.769, which indicates that there is a strong correlation between the variables. PValue<0.001<0.05, the significance reaches the level. The scale is suitable for factor analysis, and its validity structure is good.

**Table 5 KMO and Bartlett's tests**

| KMO sampling suitability quantity | | 0.769 |
|-----------------------------------|-----------------------|-----------|
| Bartlett's sphericity test | Approximate chi square | 1582.339 |
| | Degree of freedom | 276 |
| | Saliency | <0.001 |

**4.4 Data Analysis of Formal Questionnaire Survey**

Through the reliability and validity requirements of the pre-test of the questionnaire, the formal questionnaire survey was issued. This time, TSD customer satisfaction questionnaire was issued through online and offline two ways, a total of 264 questionnaires were collected, 116 paper questionnaires, 148 electronic questionnaires, of which 262 valid questionnaires, 2 invalid questionnaires, the questionnaire pass rate was 99.24%. The result data analysis is as follows.

**4.4.1 Basic Characteristics of Sample**

The results are shown in Table 6: The ratio of male and female customers in the survey sample is about 3:7, with women far higher than men, because there are more women and fewer men in the normal universities and health schools near the store, and the customers who consume in the store are also mostly women. The majority of customers in the survey sample are between 19 and 25 years old, which shows that TSD is loved by young people and is an important consumer group. From the perspective of education level, the number of people with college and undergraduate degrees accounts for more than 90%, which shows that college students like to go to TSD for consumption, and this is also related to the store being close to the school. According to the data statistics of dining frequency, more than two-thirds of customers will consume for the second time in the store.

**Table 6 Basic characteristics of formal survey samples**

| Basic characteristics | | Num | percentage |
|-----------------------|-------------------|-----|------------|
| Gender | Male | 74 | 28.20% |
| | Female | 188 | 71.80% |
| Age group | Under 18 years old | 18 | 6.90% |
| | 19-25 years old | 231 | 88.20% |
| | 26-30 years old | 9 | 3.40% |

|  |  |  |  |
|---|---|---|---|
| | 31-40 years old | 3 | 1.10% |
| | 41 years old and above | 1 | 0.40% |
| | Under high school | 4 | 1.50% |
| Education level | High school | 10 | 3.80% |
| | College and undergraduate education | 240 | 91.60% |
| | Master's degree or above | 8 | 3.10% |
| | Once | 86 | 32.80% |
| Meal frequency | 2-3 times | 59 | 22.50% |
| | More than 3 times | 117 | 44.75% |

### 4.4.2 Descriptive Analysis

The satisfaction score of this survey is 1-5 points, with 3 as the theoretical median, less than 3 points means dissatisfaction, 3 points means neutral attitude, and more than 3 points means satisfaction. According to the results of Table 7, the mean values of the following questionnaire questions are between 3.66 and 4.06.

**Table 7 Formal Survey Sample Description Statistics**

| Project | Num of cases | Min value | Max value | Avg value | Standard Deviation |
|---|---|---|---|---|---|
| L1 | 262 | 1 | 5 | 3.97 | 0.735 |
| L2 | 262 | 1 | 5 | 4.01 | 0.78 |
| L3 | 262 | 1 | 5 | 3.97 | 0.773 |
| L4 | 262 | 1 | 5 | 3.93 | 0.797 |
| M1 | 262 | 1 | 5 | 4.02 | 0.753 |
| M2 | 262 | 1 | 5 | 3.85 | 0.766 |
| M3 | 262 | 1 | 5 | 3.96 | 0.737 |
| M4 | 262 | 1 | 5 | 3.89 | 0.813 |
| M5 | 262 | 1 | 5 | 4.06 | 0.738 |
| M6 | 262 | 1 | 5 | 3.77 | 0.889 |
| N1 | 262 | 1 | 5 | 3.83 | 0.749 |
| N2 | 262 | 1 | 5 | 3.83 | 0.78 |
| N3 | 262 | 1 | 5 | 3.87 | 0.772 |
| N4 | 262 | 1 | 5 | 3.79 | 0.777 |
| N5 | 262 | 1 | 5 | 3.95 | 0.767 |
| O1 | 262 | 1 | 5 | 3.83 | 0.791 |
| O2 | 262 | 1 | 5 | 3.84 | 0.784 |
| O3 | 262 | 1 | 5 | 3.66 | 0.92 |
| O4 | 262 | 1 | 5 | 3.81 | 0.813 |
| P1 | 262 | 1 | 5 | 3.75 | 0.801 |
| Q1 | 262 | 1 | 5 | 3.84 | 0.824 |
| Q2 | 262 | 1 | 5 | 3.94 | 0.812 |
| Q3 | 262 | 1 | 5 | 3.82 | 0.778 |
| Q4 | 262 | 1 | 5 | 3.81 | 0.841 |

It can be seen that TSD has done a good job in customer satisfaction as a whole, and customer satisfaction has reached a good level. But through the data, it is found that the sample mean can reach more than 4 is relatively less, which shows that TSD still has some room for improvement in customer satisfaction.

### 4.4.3 Reliability and Validity Analysis

**Reliability analysis:** The reliability result of this questionnaire shows that the Value is 0.971, (as shown in Table 8) supporting that the questionnaire has excellent reliability.

**Table 8 Reliability statistics of various variables and the overall survey**

| Level | Variable | Items | Cronbach( α ) |
|---|---|---|---|
| Influence factor | CE | 4 | 0.940 |
| | PPQ | 6 | 0.929 |
| | EPQ | 5 | 0.926 |
| | SPQ | 4 | 0.927 |
| Result variables | CS | 4 | 0.935 |
| | Overall inspection | 24 | 0.971 |

**Validity analysis:** KMO and Bartlett test are performed on the scale, as shown in Table 9, KMO=0.960, indicating that there is a significant correlation between the variables, and Bartlett's test shows that the chi-square test Value=6625.901, P Value 0<0.05. Therefore, the sample scale degree is suitable and very suitable for factor analysis.

**Table 9 Formal Investigation KMO and Bartlett's Test**

| KMO sampling suitability quantity | | 0.96 |
|---|---|---|
| Bartlett's spherical test | Approximate chi square | 6625.901 |
| | Degree of freedom | 276 |
| | Saliency | 0 |

**4.4.4 Correlation Analysis**

The correlation between the structural variables is studied, and PValue is used to indicate the correlation. If p>0, it means that there is a positive correlation between the two. If p<o, it means that there is a negative correlation between the two.

From Table 10, it can be seen that at the confidence level (double-sided) of 0.01, CE has a significant positive correlation with PPQ, EPQ, SPQ, PV and CS respectively; PPQ has a significant positive correlation with EPQ, SPQ, PV and CS respectively; EPQ has a significant positive correlation with SPQ, PV and CS respectively; SPQ has a significant positive correlation with PV and CS variables; PV and CS variables have a significant positive correlation.

**Table 10 Correlation between various structural variables in the customer satisfaction model**

| Variable | CE | PPQ | EPQ | SPQ | PV | CS |
|---|---|---|---|---|---|---|
| CE | 1 | | | | | |
| PPQ | .483** | 1 | | | | |
| EPQ | .522** | .839** | 1 | | | |
| SPQ | .495** | .779** | .827** | 1 | | |
| PV | .413** | .731** | .734** | .782** | 1 | |
| CS | .450** | .757** | .801** | .824** | .844** | |

**At the 0.01 level (double tailed), the correlation is significant

**4.4.5 Regression Analysis**

Next, the regression analysis of the independent and dependent variables of the evaluation model is performed to verify the hypothesis relationship of the structural variables in the previous section.

**A. CE is negatively correlated with PPQ:** As shown in Table 11, the independent variable is CE, the dependent variable is PPQ, and the adjusted R-square Value is 0.231, which can explain 23.1% of the variation. As shown in Table 12, the F-statistic is 79.313, P<0.001b<0.05, indicating that the model has statistical significance, as shown in Table 13, the CE regression coefficient B is 0.459, and the t-test result, P<0.001<0.05. It shows that CE has a significant positive effect on PPQ.

The regression is based on the following equation.

$$PPQ = 2.104 + 0.459 * CE$$

**Table 11 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.483a | 0.234 | 0.231 | 0.59060 |

Predictive variable: CE(constant)

**Table 12 ANOVAa**

| Model | | Square sum | Free degree | mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 27.665 | 1 | 27.665 | 79.313 | <0.001b |
| 1 | Residual | 90.692 | 260 | 0.349 | | |
| | Total | 118.357 | 261 | | | |

Dependent variable: PPQ; Predictive variable: CE(constant)

**Table 1 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | (Constant) | 2.104 | 0.208 | | 10.134 | <0.001 |
| | CE | 0.459 | 0.051 | 0.483 | 8.906 | <0.001 |

Dependent variable: PPQ

B. **CE is negatively correlated with EPQ:** As shown in Table 14, the independent variable is CE, the dependent variable is EPQ, and the adjusted R-square Value is 0.270, which can explain 27% of the variation. As shown in Table 15, the F-statistic is 97.381, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 16, the CE regression coefficient B is 0.497, and the t-test result, $P<0.001<0.05$. It shows that CE has a significant positive predictive effect on EPQ.

The regression is based on the following equation.

$$EPQ = 1.883 + 0.497 * CE$$

**Table 14 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.522a | 0.272 | 0.270 | 0.57759 |

Predictive variable: CE(constant)

**Table 2 ANOVAa**

| Model | | Square sum | Free degree | mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 32.487 | 1 | 32.487 | 97.381 | <0.001b |
| 1 | Residual | 86.739 | 260 | 0.334 | | |
| | Total | 119.226 | 261 | | | |

Dependent variable: EPQ; Predictive variable: CE(constant)

**Table 3 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 1.883 | 0.203 | | 9.272 | <0.001 |
| | CE | 0.497 | 0.05 | 0.522 | 9.868 | <0.001 |

Dependent variable: EPQ

C. **PV is negatively correlated with CS:** As shown in Table 17, the independent variable is PV, the dependent variable is EPQ, and the adjusted R-square Value is 0.243, which can explain 24.3% of the variation. As shown in Table 18, the F-statistic is 645.925, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 19, the PV regression coefficient is 0.785, and the t-test result, $P<0.001<0.05$. It shows that PV has a significant positive effect on CS.

The regression is based on the following equation.

$$CS = 0.912 + 0.785 * PV$$

**Table 17 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.844a | 0.713 | 0.712 | 0.39952 |

Predictive variable: PV(constant)

**Table 4 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 103.102 | 1 | 103.102 | 645.925 | <0.001b |
| 1 | Residual | 41.501 | 260 | 0.16 | | |
| | Total | 144.603 | 261 | | | |

Dependent variable: CS; Predictive variable: PV(constant)

**Table 5 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.912 | 0.118 | | 7.708 | <0.001 |
| | PV | 0.785 | 0.031 | 0.844 | 25.415 | <0.001 |

Dependent variable: CS

**D. CE is negatively correlated with PV:** As shown in Table 20, the independent variable is CE, the dependent variable is PV, and the adjusted R-square Value is 0.167, which can explain 16.7% of the variation. As shown in Table 21, the F-statistic is 53.483, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 22, the CE regression coefficient B is 0.466, and the t-test result, $P<0.001<0.05$. It shows that CE has a significant positive predictive effect on PV.

The regression is based on the following equation.

$$PV = 1.898 + 0.466 * CE$$

**Table 20 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.413a | 0.171 | 0.167 | 0.731 |

Predictive variable: CE(constant)

**Table 6 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 28.555 | 1 | 28.555 | 53.483 | <0.001b |
| 1 | Residual | 138.819 | 260 | 0.534 | | |
| | Total | 167.374 | 261 | | | |

Dependent variable: PV; Predictive variable: CE(constant)

**Table 7 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 1.898 | 0.257 | | 7.39 | <0.001 |
| | CE | 0.466 | 0.064 | 0.413 | 7.313 | <0.001 |

Dependent variable: PV

**E. CE is negatively correlated with CS:** As shown in Table 23, the independent variable is CE, the dependent variable is CS, and the adjusted R-square is 0.199, which can explain 19.9% of the variation. As shown in Table 24, the F-statistic is 65.974, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 25, the CE regression coefficient B is 0.472, and the t-test result, $P<0.001<0.05$. It shows that CE has a significant positive predictive effect on CS.

The regression is based on the following equation.

$$CS = 1.982 + 0.472 * CE$$

**Table 23 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.450a | 0.202 | 0.199 | 0.66604 |

Predictive variable: CE(constant)

**Table 8 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 29.266 | 1 | 29.266 | 65.974 | <0.001b |
| 1 | Residual | 115.337 | 260 | 0.444 | | |
| | Total | 144.603 | 261 | | | |

Dependent variable: CS; Predictive variable: CE(constant)

**Table 9 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 1.982 | 0.234 | | 8.462 | <0.001 |
| | CE | 0.472 | 0.058 | 0.45 | 8.122 | <0.001 |

Dependent variable: CS

**F. PPQ is positively correlated with PV:** As shown in Table 26, the independent variable is PPQ, the dependent variable is PV, and the adjusted R-square is 0.532, which can explain 53.2% of the variation. As shown in Table 27, the F-statistic value is 298.28, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 28, the PPQ regression coefficient B is 0.869, and the t-test result, $P<0.001<0.05$. It shows that PPQ has a significant positive effect on PV.

The regression is based on the following equation.

$$PV = 0.336 + 0.869 * PPQ$$

**Table 26 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.731a | 0.534 | 0.532 | 0.548 |

Predictive variable: PPQ(constant)

**Table 10 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 89.425 | 1 | 89.425 | 298.28 | <0.001b |
| 1 | Residual | 77.949 | 260 | 0.3 | | |
| | Total | 167.374 | 261 | | | |

Dependent variable: PV; Predictive variable: PPQ(constant)

**Table 11 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.336 | 0.2 | | 1.679 | 0.094 |
| | CE | 0.869 | 0.05 | 0.731 | 17.271 | <0.001 |

Dependent variable: PV

**G. PPQ is positively correlated with CS:** (As shown in Table 29), PPQ is the independent variable, CS is the dependent variable, and the adjusted R-square is 0.572, which can explain 57.2% of the variation. As shown in Table 30, the F-statistic is 349.856, $P<0.001b<0.05$, indicating that the model has statistical significance, as shown in Table 31, the PPQ regression coefficient B is 0.837, and the t-test result, $P<0.001<0.05$. It shows that PPQ has a significant positive effect on CS.

The regression is based on the following equation.

$$CS = 0.568 + 0.837 * PPQ$$

**Table 29 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.757a | 0.574 | 0.572 | 0.48694 |

Predictive variable: PPQ(constant)

**Table 30 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 82.955 | 1 | 82.955 | 349.856 | <0.001b |
| 1 | Residual | 61.649 | 260 | 0.237 | | |
| | Total | 144.603 | 261 | | | |

Dependent variable: CS; Predictive variable: PPQ(constant)

**Table 31 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.568 | 0.178 | | 3.187 | 0.002 |
| | CE | 0.837 | 0.045 | 0.757 | 18.704 | <0.001 |

Dependent variable: CS

**H. EPQ is positively correlated with PV:** As shown in Table 32, the independent variable is EPQ, the dependent variable is PV, and the adjusted R-square is 0.537, which can explain 53.7% of the variation. As shown in Table 33, the F-statistic value is 303.571, P<0.001b<0.05, indicating that the model has statistical significance, as shown in Table 34, the EPQ regression coefficient B is 0.87, and the t-test result, P<0.001<0.05. It shows that EPQ has a significant positive effect on PV.

The regression is based on the following equation.

$$PV = 0.395 + 0.87 * EPQ$$

**Table 32 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.734a | 0.539 | 0.537 | 0.545 |

Predictive variable: EPQ(constant)

**Table 33 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 90.157 | 1 | 90.157 | 303.571 | <0.001b |
| 1 | Residual | 77.217 | 260 | 0.297 | | |
| | Total | 167.374 | 261 | | | |

Dependent variable: PV; Predictive variable: EPQ(constant)

**Table 34 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.395 | 0.195 | | 2.023 | 0.044 |
| | CE | 0.87 | 0.05 | 0.734 | 17.423 | <0.001 |

Dependent variable: PV

**I. EPQ is positively correlated with CS:** As shown in Table 35, the independent variable is EPQ, the dependent variable is CS, and the adjusted R-square is 0.64, which can explain 64% of the variation. As shown in Table 36, the F-statistic is 464.404, P<0.001b<0.05, indicating that the model has statistical significance, as shown in Table 37, the EPQ regression coefficient B is 0.882, and the t-test result, P<0.001<0.05. It shows that EPQ has a significant positive predictive effect on CS.

The regression is based on the following equation.

$$CS = 0.454 + 0.882 * EPQ$$

**Table 35 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.801a | 0.641 | 0.64 | 0.44679 |

Predictive variable: EPQ(constant)

**Table 36 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 92.703 | 1 | 92.703 | 464.404 | <0.001b |
| 1 | Residual | 51.9 | 260 | 0.2 | | |
| | Total | 144.603 | 261 | | | |

Dependent variable: CS; Predictive variable: EPQ(constant)

**Table 37 Coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.454 | 0.16 | | 2.835 | 0.005 |
| | CE | 0.882 | 0.041 | 0.801 | 21.55 | <0.001 |

Dependent variable: CS

**J. SPQ is positively correlated with PV:** As shown in Table 38, the independent variable is SPQ, the dependent variable is PV, and the adjusted R-square is 0.611, which can be interpreted as 61.1% of the variance. As shown in Table 39, the F-statistic is 410.485, where $P<<0.001b<0.05$, indicating that the model is statistically significant. As shown in Table 40, the regression coefficient B of SPQ is 0.834, and the corresponding $P<0.001<0.05$ is found by using the t-test. This indicates that SPQ has a significant positive predictive effect on PV.

The regression is based on the following equation.

$$PV = 0.59 + 0.834SPQ$$

**Table 38 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.782a | 0.612 | 0.611 | 0.5 |

Predictive variable: SPQ(constant)

**Table 39 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 102.47 | 1 | 102.47 | 410.485 | <0.001b |
| 1 | Residual | 64.904 | 260 | 0.25 | | |
| | Total | 167.374 | 261 | | | |

Dependent variable: PV; Predictive variable: SPQ(constant)

**Table 40 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.59 | 0.159 | | 3.715 | <0.001 |
| | CE | 0.834 | 0.041 | 0.782 | 20.26 | <0.001 |

Dependent variable: PV

**K. SPQ is positively correlated with CS:** As shown in Table 41, the independent variable is SPQ, the dependent variable is CS, and the adjusted R-square is 0.678, which can be interpreted as 67.8% of the variance. As shown in Table 42, the F-statistic is 551.481, where $P<<0.001b<0.05$, indicating that the model is statistically significant. As shown in Table 43, the regression coefficient B of SPQ is 0.817, and the corresponding $P<0.001<0.05$ is found by using the t-test. This indicates that SPQ has a significant positive predictive effect on CS.

The regression is based on the following equation.

$$CS = 0.762 + 0.817SPQ$$

**Table 41 Model Summary**

| Model | R | R2 | Adjusted R2 | Err. in standard estimation |
|---|---|---|---|---|
| 1 | 0.824a | 0.68 | 0.678 | 0.42213 |

Predictive variable: SPQ(constant)

**Table 42 ANOVAa**

| Model | | Square sum | Free degree | Mean square | F | Saliency |
|---|---|---|---|---|---|---|
| | Regression | 98.272 | 1 | 98.272 | 551.481 | <0.001b |
| 1 | Residual | 46.331 | 260 | 0.178 | | |
| | Total | 144.603 | 261 | | | |

Dependent variable: CS; Predictive variable: SPQ(constant)

**Table 43 coefficient a**

| Model | | Unstandardized coefficient | | Standardized coefficient | t | Saliency |
|---|---|---|---|---|---|---|
| | | B | Standard error | Beta | | |
| 1 | Constant | 0.762 | 0.134 | | 5.673 | <0.001 |
| | CE | 0.817 | 0.035 | 0.824 | 23.484 | <0.001 |

Dependent variable: CS

## 4.5 Verification results

### 4.5.1 Model hypothesis verification results

Based on the above analysis, the hypotheses of CE with PPQ, EPQ, PV, and CS were not verified, and the hypotheses of PV and CS were also not verified. The rest of the hypotheses were verified. The detailed verification results are shown in Table 44 below.

**Table 44 Model Hypothesis Validation**

| Num | Assumption Content | Verification results |
|---|---|---|
| 1 | CE is negatively correlated with PPQ | Not supported |
| 2 | CE is negatively correlated with EPQ | Not supported |
| 3 | PV is negatively correlated with CS | Not supported |
| 4 | CE is negatively correlated with PV | Not supported |
| 5 | CE is negatively correlated with CS | Not supported |
| 6 | PPQ is positively correlated with PV | support |
| 7 | PPQ is positively correlated with CS | support |
| 8 | EPQ is positively correlated with PV | support |
| 9 | EPQ is positively correlated with CS | support |
| 10 | SPQ is positively correlated with PV | support |
| 11 | SPQ is positively correlated with CS | support |

### 4.5.2 Determination of model results

According to the analysis of the verification results, CE has a positive effect, and the rest of the hypotheses are correct. Therefore, the model is established as shown in Figure 5.
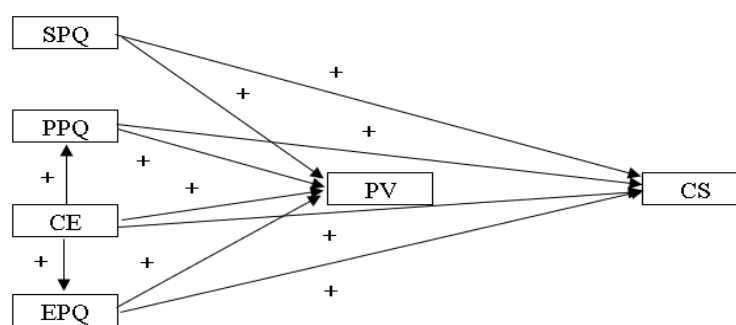


**Figure 5 Customer satisfaction measurement model**

## 4.6 Survey of customer satisfaction with characteristics

Through the study of the characteristics of TSD, it is found that it is mainly divided into six aspects, namely, hand-rolled and freshly baked burger buns, Chinese-style fillings, unique product packaging, national trend advertising campaigns, Chinese elements as the main store decoration, and brand culture built on Chinese culture. According to the results of Table 45, more than half of the consumers are most satisfied with the hand-rolled and freshly baked burger buns, followed by 13% of the consumers who are most satisfied with the Chinese-style fillings, and 12.2% of the consumers who are most satisfied with the brand culture built on Chinese culture. The proportion of consumers who are most satisfied with the unique product packaging, national trend advertising campaigns, and Chinese elements as the main store decoration are all less than 10%.

**Table 45 TSD Characteristic Satisfaction Survey Results**

| The characteristics of TSD | Number | Percentage |
|---|---|---|
| Hand roll freshly baked burger embryos | 132 | 50.4% |
| Chinese style filling | 34 | 13% |
| Unique product packaging | 21 | 8% |
| China-Chic Style Advertising Activities | 18 | 6.9% |
| Store decoration with Chinese elements as the main focus | 25 | 9.5% |
| Brand culture constructed with Chinese culture | 32 | 12.2% |

**4.7 Customer satisfaction improvement strategy**

Through the above research on TSD customer satisfaction model, we also understand the importance of customer satisfaction. Combining this research, we will propose customer satisfaction improvement strategies for TSD from the following three aspects

**4.7.1 Improve product quality and create product characteristics**

The previous research shows that the correlation coefficient between PPQ and CS is 0.757. According to the questionnaire survey on TSD characteristics satisfaction, hand-rolled and freshly baked burger buns and Chinese-style fillings are the two items that consumers are most satisfied with, that is, innovative product characteristics can make customers most satisfied. Therefore, business operators should always pay attention to product quality, innovate characteristic products, and meet the different needs of customers. It can start from the following two points.

**Strengthen the quality management of products.** Although the operation process of western fast food is strict and highly standardized, TSD has quality problems such as "ink oil" fried chicken and expired food sales (NetEase, 2023), which makes customers more concerned and worried about product quality. TSD stores should strictly manage and control the food ingredients, processing, and sales links, and adopt regular inspections and random inspections to strengthen the quality management of each link, to ensure that the food ingredients sold every day are fresh, the frying oil is not black, and the processed food ingredients are sufficient and accurate.

**Innovate product characteristics.** Although TSD has innovated the burger buns and fillings, making the products more in line with the Chinese taste, the other products in the store are still no different from other western fast food. Moreover, other western fast food also launched hand-rolled and freshly baked burger buns and Chinese-style fillings, so TSD in the fierce market competition, should pay more attention to the development of new products to meet the needs of society and customers, and thus improve the core competitiveness of products.

**4.7.2 Optimize the dining environment**

The correlation coefficient between EPQ and CS is 0.801, indicating that they have a strong correlation. A comfortable environment can make people feel happy, and similarly, a comfortable dining environment can attract more customers to dine, meet the environmental expectations of customers, and improve the perceived value. To attract more customers with the dining environment and improve customer satisfaction, it should start from the following three points:

**Optimize the design of the store and improve the hardware facilities.** Through field observation, it was found that the store space was small, with only 25 stools, and many customers gave up dining because there were no seats. There is no bathroom in the store, and there are many scratches on the tables and stools. The wooden stools are hard and uncomfortable. Therefore, the TSD store should optimize the store space, set up a bathroom, and choose more comfortable soft-faced stools to improve the customer's dining experience.

**Pay attention to the rendering of the store atmosphere.** According to the theory of marketing, the store atmosphere has a vital role in the customer's purchase desire and repeat purchase, and the five most important factors for the store atmosphere rendering are: environmental color, store lighting, background music, environmental smell, and product display (Jiang, 2012). The TSD store environment adopts a red and green color scheme, with the bright red store decoration and the dark green stools contrasting with each other, giving people a strong visual conflict, and a sense of freshness, liveliness, and vitality. TSD is mainly based on the national trend style, and if it can add some Chinese elements to the store decoration, it can better render the store atmosphere. The store always plays the same promotional song in a loop, and the music is too loud, which can easily make people feel annoyed and affect the dining experience. When customers are dining, they should play more relaxed and cheerful light music, which can have a positive effect on the customer's senses.

**Improve the hygiene and cleanliness standards.** Through field observation, the hygiene of the TSD Xinhua Gate store was not up to standard, flies were flying around in the glass store, and even stopped on the customer's food, the table was not cleaned, and there were food residues, and the paper skin was randomly piled

up at the store entrance. Therefore, the hygiene and cleanliness standards should be improved, and strictly implemented according to the requirements, to make customers feel clean and tidy. At the same time, employees should develop good hygiene habits, use disposable gloves, wear masks, and use more sanitary utensils such as plastic wrap when making food, and avoid touching unclean things such as mobile phones.

### 4.7.3 Optimize service

According to the research results, the correlation between SPQ and CS is the highest, with a correlation coefficient of 0.824. Therefore, the operator should pay more attention to service quality management and improve the customer's dining experience. To improve service quality, customer's good experience will be improved, customer's concession value will be increased, and then the number of customers and market share will be increased, and competitiveness will be enhanced (Xiang, 2023). High-quality service quality includes: good service status, skilled service skills, convenient service methods, continuous innovation of service, standardized one-stop service, and fast response (Wu, 2009).

## V. CONCLUSION

Our study fully draws on the ACSI model, and according to the characteristics of TSD fast food, constructs a customer satisfaction measurement model, uses questionnaire survey method to obtain the customer satisfaction data of Xinhua Road store, and then uses SPSS27.0 to obtain and analyze the data, and finds that there is a cause and effect relationship between CE, PPQ, EPQ, SPQ, PV and CS, which is the TSD customer satisfaction measurement model determined above.

Our study can provide some help for the actual operation of TSD by analyzing the customer satisfaction of TSD. The research can provide decision-making direction for the operators, and the managers can make corresponding adjustments and improvements quickly and accurately in the actual operation process by grasping the correlation between the variables, so as to improve the customer satisfaction.

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