

Service Operations Management

Final Project: MEC E-Retailer



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Introduction

1. Background
2. Methodology
3. Service Flow
4. Analysis of Website
5. Suggestions for Improvement
6. Conclusion



Company Background

- Cooperative formed in 1971 by a group of mountaineering students
- Today there are over 25 million members in 197 countries
- Canada's largest retailer of outdoor clothing and accessories
- 11 Stores across Canada, as well as phone/mail service and a comprehensive web store
- 2006 Sales \$221 Million

Awards and Recognition

1. 2006 - #1 in Canada in Corporate Responsibility:
 - Transparency Report Card, #3 in the World
 - Corporate Ethics
 - Leadership in Environmental Design
 - Voted one of the Worlds 40 best stores (Montreal)



Methodology

Website Research

- An analysis of MEC's e-market and that of its competitors
- Comparison included:
- search engine rankings (keywords)
- website traffic rankings
- What countries do their customers primarily come from

Website Research

- Traffic Ranking:
- MEC: 42 367 (In Canada 927)
- North Face 37 487(In U.S.13 042)
- REI: 6038(In U.S.961)

Nationality of website users:

MEC: 68.1% from Canada

14.0% from U.S

North Face 44% From U.S

8.8% Chilli

REI: 86.4% From U.S

1.4% From U.K.

Methodology

Lovelock's Flower of Service

- Using the concept of the core, supplementary and enhancing aspects we used the service flower to analyze and explain MEC's e-service

Analysis of E-service

- Used 12 criterion to evaluate and analyze e retailing from: Service Quality in E-Retailing. *Journal of Service Research*, Collier, J. E., & Bienstock, C. C. (2006)

Consultation

- is an enhancing supplementary service.
 - Consultation vs Information – Consultation involves a dialogue to gather information about a customers' requirements and then to develop a tailored and specific solution.
- Contact Information is easily accessible.
- toll free number for North American residents and a paid international number
- all brick and mortar locations and contact details are readily accessible on the site.
- email address for direct response to customer queries.

MEC: E-Service Flower



Dear SEAN SARTISON

Member: 1547643-5 Order Number: 1330721-001

Received: 07/06/12

Thank you for shopping at mec.ca. We are processing your order.

Once we ship your order, we'll send you an email message that lists your purchases and provides shipping details. If you selected to have your order shipped to one of our Retail Stores for pickup, an email will be sent to you when it arrives at the Store.

If you have any questions, please phone us or email orders@mec.ca. You can also visit :<http://www.mec.ca/help> for information on returns, warranties, back orders, and privacy.

Analysis of Website

12 Dimensions adapted from ES-Qual, based on research done on E-retailing

- | | |
|-------------------------|--|
| 2. Privacy | 8. Order Accuracy |
| 3. Design | 9. Interactive Fairness |
| 4. Information Accuracy | 10. Outcome Fairness |
| 5. Functionality | 11. Procedural Fairness |
| 6. Order Condition | 12. Satisfaction and Behavioral Intentions |

Ease of Use

- Website has four main functions, shop, learn, connect, and sustainability which make it very convenient to get needed information about products as well as the company's operations.
- Not too many links to get confused in the website
- From the site map the e-shopper can find all the information about products as well as job offerings, news about the company and stores' locations

Privacy

- The administrators of this website are trustworthy
- There are security symbols and messages displaying the site is secure
- we feel confident that the website will not share personal information with other sites or companies

Design

- The use of photography makes the website visually pleasing.
- It is innovative as the entry into the website is a plane page with an abstract logo and a choice of language (French or English)
- It is also innovative in the fact that the website includes more than just products ex. Travel information, M.E.C. events, gear swap, and other aspect that create a community.
- It's easy to read and shoppers don't have to scroll up, down or across.

Information Accuracy

- Aesthetic appeal of big health/glamour homepage.
- Catchphrase
- Click on a particular item and get a well detailed, easy to navigate sales page with all basic criteria available in retail stores.
- All you have to do is click on the relevant search criteria that are available
- This website's advertised items are available in inventory.
- While surfing the site we found that the website was very user friendly in terms of finding out the availability of the specific products on the site.

Information Accuracy

- Easily navigable click buttons efficiently direct you to the specific product availability
- Clickable specifications include:
 - Select size,
 - Check for available colors,
 - Add to cart, check for store availability.
- Gear Notes - specific gear notes giving detailed information on product make up and selling points of products.
- Also included are product reviews
- The websites' advertised products are available unless otherwise specified on the sales page after clicking the desired product.

Functionality

- The website loads quickly
- Search function works speedy and shows various results related to searched item
- Every order is confirmed after ordering process.
- The website offers two options, credit card and bank account using the InterAc online payment service, for payment which is very convenient

Executive Summary



The purpose of this report is to analyze the Mountain Equipment Coop website using the tools and skills we have learned in class.

Specifically, through Lovelock's Flower of Service we analyzed MEC.ca by applying the concepts of core service, supplementary and enhancing services as they pertain to an e-retailer.

Through research and class readings we adopted 12 criteria to analyze MEC.ca e-retailer.

Following this criterion based analysis we proposed several recommendations and suggestions.

Key Points:

- MEC.ca follows its corporate strategies in delivering the service. The company places high value on ethics, environmental sustainability, and human rights
- MEC.ca has a very user friendly interface that easily to use and very functional
- the e-retailer provides a large array of supplementary and enhancing services.
- MEC has a strong market position and should continue to use the MEC website to supplement and enhance its core service
- the internet as a whole is geared to towards goal oriented shopping

An Analysis of



E-Retailing Service

National Cheng Kung University

IMBA Program

Service Operations Management

Final Project

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Article I. Background

Section 1.01 About Mountain Equipment Co-op

- Conceived in 1971 by six University of Columbia students
- MEC is Canada's largest retail co-operative by membership, with over 2.5 million members in 197 countries
- 11 stores across Canada, as well as a comprehensive web store and phone/mail order service
- MEC operates eleven destination stores in central locations across Canada as well as a mail order business, corporate and group sales program and fully transactional e-commerce web sites (English and French)
- MEC has a dominant selection of products in climbing, packs, sleeping bags, cycling, camping accessories and clothing. MEC-brand products represent roughly 40 per cent of MEC sales (in 2006)

(a) What is a Cooperative

- an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations
- a jointly-owned and democratically-controlled enterprise.
- based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity.

- co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

Section 1.02 Sales statistics

MEC is Canada's leading retailer of outdoor clothing, gear and accessories.

Sales by year:

- 2006: \$221.4 million
- 2005: \$195.8 million
- 2004: \$178.4 million
- 2003: \$169.6 million
- 2002: \$162.7 million

Section 1.03 Purpose, Vision, Mission and Values

(a) Purpose:

To support people in achieving the benefit of wilderness-oriented recreation.

(b) Vision:

Mountain Equipment Co-op is an innovative, thriving co-operative that inspires excellence in products and services, passion for wilderness experiences, leadership for a just world, and action for a healthy planet.

(c) Mission:

Mountain Equipment Co-op provides quality products and services for self-propelled wilderness-oriented recreation, such as hiking and mountaineering, at

the lowest reasonable price in an informative, respectful manner. They are a member-owned co-operative striving for social and environmental leadership.

(d) Values

MEC conduct acts ethically and with integrity. They show respect for others in their words and actions. They act in the spirit of community and co-operation. They respect and protect the natural environment. They strive for personal growth, continual learning, and adventure.

Section 1.04 Awards / Recognition

(a) 2006

- *Report on Business*, Corporate Social Responsibility in Canada, MEC ranked #1 in retail sector
- Ethical Trading Action Group, *Transparency Report Card*, MEC ranked #1 in Canada; third overall

(b) 2005

- International Downtown Association awarded Merit Award for Sustainability to MEC Winnipeg
- LEED (Leadership in Energy and Environmental Design) Gold Certification for Winnipeg 'green' building
- *Report on Business*, Corporate Social Responsibility in Canada, ranked #1 in retail sector

(c) 2004

- Ethics in Action – Overall Leadership Award

- Malden Mills Apex Award for Product
- Retail Congress Award
- One of 20 grand prizes awarded by Commerce Design Montréal for design quality of MEC Montréal
- Reconnaissance Initiative Énergétique Île De Montréal
- Retail Industry Leaders Association Award for 40 of the World's Best Stores (Montréal)

(d) 2003

- Merité du Francais awarded by the Office de la Langue Francaise
- Sustainable development trophy awarded by Contech for Montréal green building
- Natural Resource Canada Energy Efficiency Award for Winnipeg green building

Section 1.05

MEC differs from other retailers in three key ways.

(a) A Different Structure

At MEC customers are members and part owners. They have a voice in how MEC is run, through the annual Board of Directors election and the Annual General Meeting. The co-operative structure ensures that people, not capital, control MEC.

(b) A Different Purpose

MEC prices are set to cover costs, not maximize profits; customers get the lowest price possible on exceptional gear and apparel.

(c) A Different Allocation of Surplus

Surplus is used to develop and test new gear, open new stores, update and expand product selection, maintain and enhance the website, and more. More than retail co-operative, MEC is a force for positive social and environmental change.

Section 1.06 MEC Membership

- Anyone can become a member of MEC. A one-time \$5 share entitles the customer to a lifetime membership with no additional dues or fees .


Section 1.07 Rock Solid Guarantee

MEC guarantees all their products, and the advice they give. Customers can return anything that fails to meet their expectations and they will receive a no-hassle refund, exchange, credit, or repair.


Article II. Methodology

Section 2.01 Website Research


- An analysis of MEC's e-market and that of its competitors
- Comparison included:

- search engine rankings (keywords) 
- website traffic rankings
- What countries do their customers primarily come from

Section 2.02 Lovelock's Flower of Service

- Using the concept of the core, supplementary and enhancing aspects we used the service flower to analyze  and explain MEC's e-service

Section 2.03 Analysis of E-service

- Used 12 criterion to evaluate and analyze e-retailing from: Service Quality in E-Retailing. *Journal  Service Research*, Collier, J. E., & Bienstock, C. C. (2006)

Article III.

Website Research

Section 3.01

Search Engine Traffic Rankings

- MEC: 42 367
- North Face 37 487
- REI: 6038
 - as of June 21, 2007 (# of hits)

Section 3.02

Nationality of website users

- MEC
 - 68.1% from Canada
 - 14.0% from U.S

- North Face
 - 44% From U.S
 - 8.8% Chile
- REI:
 - 86.4% From U.S
 - 1.4% From U.K.

Article IV. The Service Flower

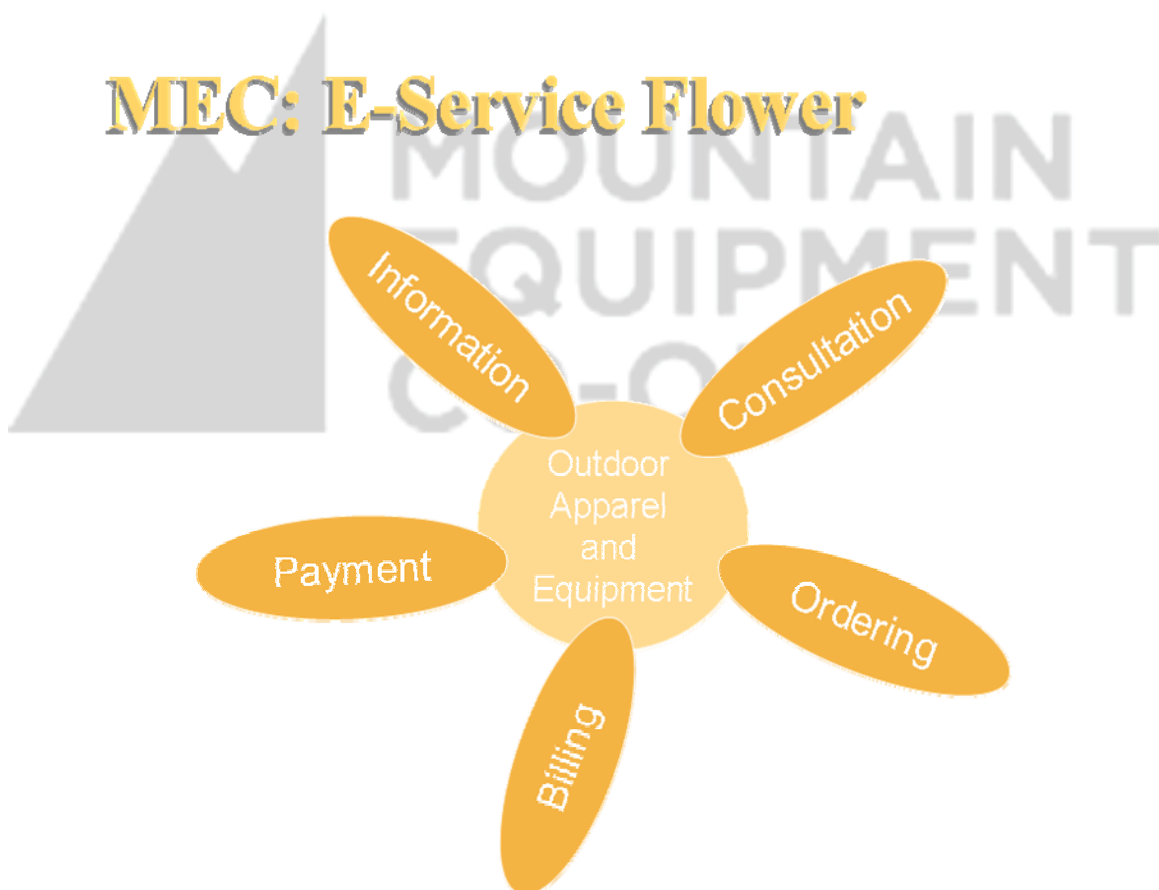


Figure 1: MEC Service Flower


Section 4.01 Information

Mountain Equipment Co op provides a vast array of services and information for their members

- All pertinent information can be accessed from the home page and is kept up to date.
- Rock solid guarantee – can exchange, return or repair with no hassle
- Store locator found on first page. This provides a list of cities where stores are located. Customers can click on their choice and they will be provided with the address, phone number, map, and relevant public transportation information, and hours of service.
- Products on the website are classified into general categories and once the customer clicks on the category of his or her choice a drop down menu is available
- Mountain Equipment Co op has its own brand name that is offered at cheaper prices, however they also offer a variety of other popular name brands with prices displayed
- Instructions are provided to help the customer play their role
 - Sizing
 - Membership
 - Shipping
- Every decision they make takes the environment into consideration.
- Provides photos of their newly renovated stores and gives information about their new look, future plans and company policies.

(a) Mountain Equipment Co op provides a variety of extra information services

- They have developed an equipment swap for people that want to get rid of old gear or are looking to acquire second hand gear.

- Members can bring in their gear to be repaired for no charge.
- Members can donate old equipment that is repaired and then donated, used in recycled products or sent to a factory in Japan where it is further broken down and fabrics are recycled into new products.
- MEC provides a forum for those looking for travel partners.
- Trip tips and advice from other members 
- Their policies are very clear and easy to find regarding their working policies for all employees and factory workers. Extensive information on their mandate for the factories that manufacture their goods around the world to provide safe and humane working conditions, fair pay, adhere to international labor laws such as no forced or under-aged laborers.
- Has a strong environmental mandate which is clear throughout the website. It provides information on programs it is involved in, grants and educational programs it sponsors and provides.
- On the website of each city they provide information about organized outdoor activities that are happening in the region. These are not only up to date but give information on forecasted activities at least six months in advance.
- Products are good quality and long lasting.
- Members can list any club, association, group, or course that is involved in self-propelled wilderness activities or environmental initiatives

Section 4.02 Consultation

Consultation is an enhancing supplementary service.

- Consultation vs. Information – Consultation involves a dialogue to gather information about a customers' requirements and then to develop a tailored and specific solution.
- Consultation consists of immediate advice from a knowledgeable employee in regard to a request.
- Effective Consultation requires an understanding of each customer's specific situation.
- Some examples of Consultation include:
 - Advice
 - Auditing
 - Personal Counseling
 - Tutoring\Training in product use.
 - Management or Technical Consulting

Now we are going to apply Lovelocks' principles of Consultation(Lovelock & Wirtz, 2005) to the Service Aspect of the Mountain Equipment Co-op website.

(a) Consulting through MEC's technological interface.

- Contact Information – All contact information is easily accessible. The site has a toll free number for North American residents and a paid international number. Also all brick and mortar locations and contact details are readily accessible on the site. Also an email address for direct response to customer queries.
- Product Information – There is a "Learn" tab on the sales page with a wealth of information on product specifications, as well as general education on a range of topics related to the product. For example click on climbing and a learn tab appears in the side bar with relevant info such as:
 - Rock climbing checklist

- Choosing ropes
 - Choosing Rock Shoes
 - Types of Carabiners
 - Mountaineering
 - The “View all climbing info” tab leads interested surfer to a mine of information regarding climbing.
-
- Customer Feedback – We found that customer product testimonials were not easily apparent the website.
 - As an important credibility tool Mountain Equipment Co-op could learn from some competitors’ sites such as The North Face, whose site contained visually dynamic and interactive customer feedback.
 - However The Mountain Equipment Co-op site does have a product review tab, a Photo Submissions tab, and an Expedition Reports Tab.
 - the site does not use customer feedback well as a credibility and marketing tool.
 - Newsletter Subscription - Mountain Equipment Co-op does have an email newsletter subscription whereby email promotions and information can be sent directly to peoples’ email addresses, an extremely useful and inexpensive marketing tool.
 - Very useful product search feature to allow prospective clients to be able to check product availability with minimal click through hassle.
 - The site also has a related links that enable customers to further search for information from other sources. (Of course the danger of this is - Will they come back?)

Lovelock stipulates (Lovelock & Wirtz, 2005) that effective Consulting rests on the business having an in depth understanding of the customers specific needs. The MEC needs to keep detailed and accurate customer reports to be able to effectively achieve this goal; however we believe the Mountain Equipment Co-op website provides a reasonably effective means of Consulting and tailor making solutions to specific customer requirements via the above site characteristics.

Section 4.03 Order Taking Process

- After customers have made the decision to buy products based on the product information on the website, they need go through the online ordering process. The order taking process has 3 sections to complete.

1) Selecting Products for the Cart

- All products are displayed as an image in the online



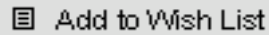
- Click on the product image or description - and are taken to the product page
- The page then displays the following
 - Larger view of product
 - Price and currency calculator
 - Sizing chart (new window opens)
 - Available colors
 - Product rating and reviews
 - Gear Notes
 - Add to Cart link
 - Wish List link
 - Check store availability
 - Related products


2) Proceeding to checkout

- Click "Go to Cart" when ready to checkout
- Can review items in cart before proceeding
- Option to continue shopping or proceed to checkout



3) Checking out.

- The customer must be logged in with their member number to continue
- must review the delivery address or make changes if needed
- customer confirms the billing and shipping addresses
- choose the shipping method 3-12 days, 2-5 days, or in-store pickup
- If the customer is not ready for payment they may click

 Add to Wish List

and the contents of the cart will be saved for easy check  it later

Section 4.04 Payment

- The customer has the choice of payment by MasterCard or Visa, or directly from their bank account using the 
- if using  the customer is taken directly to their online banking site (3 Canadian Banks only) and after payment is confirmed they are returned to the MEC site.
- confirmation page will appear with the order details and customers need to print and keep this page
- an order confirmation email will be sent to customers email within 24 hours

Section 4.05 Billing

- Initial bill is issued at payment stage, customer can choose to print or save
- Order confirmation is sent to email, listing:
 - Member number
 - Order number
 - Date order received

- Notice that they will send another when it is shipped
- Received the shipping notification via email 18 hrs later
- Paper invoice/receipt is received with the order

Article V. Criterion for Measuring E-service Quality

Based on the research Measuring Service Quality in E-retailing (Collier & Bienstock, 2006) we used 12 dimensions to evaluate the MEC website.

The dimensions are:


- 1) Ease of use
- 2) Privacy
- 3) Design
- 4) Information Accuracy
- 5) Functionality
- 6) Order Condition
- 7) Timeliness
- 8) Order Accuracy
- 9) Interactive Fairness
- 10) Outcome Fairness
- 11) Procedural Fairness
- 12) Satisfaction and Behavioral Intentions

Section 5.01 Ease of use

- Website has four main functions, shop, learn, connect, and sustainability which make it very convenient to get needed information about products as well as the company's operations.
- Not too many links to get confused in the website

- From the site map the e-shopper can find all the information about products as well as job offerings, news about the company, and store locations

Section 5.02 *Privacy*


- The administrators of this website are trustworthy
- There are security symbols  and messages displaying the site is secure
- we feel confident that the website will not share personal information with other sites or companies

Section 5.03 *Design*

- The use of photography makes the website visually pleasing.
- It is innovative as the entry into the website is a plane page with an abstract logo and a choice of language (French or English)
- It is also innovative in the fact that the website includes more than just products eg. Travel information, M.E.C. events, gear swap, and other aspects that create a community.
- It is easy to read and shoppers do not have to scroll up, down or across.

Section 5.04 *Information Accuracy*

- Aesthetic appeal of big health/glamour homepage.
- Click on a particular item and get a well detailed, easy to navigate sales page with all basic criteria available in retail stores.
- All you have to do is click on the relevant search criteria that are available

- This website's advertised items are available in inventory 
- While surfing the site we found that the website was very user friendly in terms of finding out the availability of the specific products on the site.
- Easily navigable click buttons efficiently direct you to the specific product availability
- Clickable specifications include:
 - Select size,
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 - Add to cart, check for store availability.
- Gear Notes - specific gear notes giving detailed information on product make up and selling points of products.
- Also included are product reviews
- The websites' advertised products are available unless otherwise specified on the sales page after clicking the desired product.

Section 5.05 Functionality


- The website loads quickly
- Search function works speedy and shows various results related to searched item
- Every order is confirmed after ordering process.
- The website offers two options, credit card and bank account using the InterAc online payment service for payment which is very convenient.

Section 5.06 Order Condition

- orders are shipped in protective packing

- Orders arrive undamaged by transportation
- The company offers a “Rock Solid” guarantee
- There have been no problems experienced by the group


Section 5.07 *Timeliness*

- Within Canada and the United States there are a variety of options.
- Within Canada there is the option of in store pickup
- Within Canada orders can arrive within 3-5 business days
- Internationally  takes 1- 4 weeks which is not adequate

Section 5.08 *Order Accuracy*

- The orders we have received were correct and have never contained the wrong items
- The billing is accurate and easy to read and understand

Section 5.09 *Interactive Fairness*

- The website provides phone numbers that allow personal communication with the service provider.
- Customers can call service provider only during work  hours
- The customer who is ordering from abroad will have to deal with time difference when planning a call.

Section 5.10 *Outcome Fairness*

- The E-Retailer provides a “Rock Solid” guarantee
- The group has no experience with problems the e-retailer created

Section 5.11 *Procedural Fairness*

- Complaints are handled quickly, and with a personal touch
- Can make complaint via e-mail or toll free number in Canada
- There is no 24 hour telephone service making it more difficult if not in North America
- There was little flexibility shown in handling our complaint
- The overall procedure for handling complaints is adequate

Section 5.12 *Satisfaction and Behavioral Intentions*

- We are happy with the service provided
- The quality of the service provided is very good
- We recommend this e-retailer to friends
- We will continue to use this e-retailer and purchase products again

Article VI. Overall Effectiveness and Suggestions for Improvement

Section 6.01 *International Shipping*

- is comparatively slow and we believe anything can arrive, anywhere within a week if the customer is prepared to pay.
- Improve international shipping through the use of an international courier

Section 6.02 *Missing and Unnecessary Content*

(a) Missing Content

- Comments and Feedback for other services such as shipping, billing, payment, and ordering
 - the MEC website provides an opportunity to review products only. In addition to the *product review*, the website could offer a chance to make comments and give feedback on other services (e.g. shipping, backorder, warranty and returns)

(b) Unnecessary Content

- MEC website displays all relevant information in line with their corporate Mission, Purpose, Vision and Values

Section 6.03 *Ease of being a Customer*

- MEC website is user friendly and easy to navigate through
- Members don't need to remember their number, just their name and telephone number to log in.
- Simple instructions and large clickable hypertext links the customers quickly and efficiently
- The site has good navigability and user friendliness with all the information clearly accessible
- Every page displays all necessary information

Section 6.04 *Animation/Audio/Video*

- No animation, audio or video are available on the site 

(a) Comparison with Competitors

- North Face is an internationally known brand that:
 - Uses dynamic and interactive video to promote products and brand image
 - MEC could add/collect videos from members as they do with photos to enhance the online shopping experience


Section 6.05 *Layout/Sequencing and Graphics and Colour*

- MEC makes good use of color in its overall layout. It is based on a Green background, inline with the companies “green’ image
- Use of drop down menu to find categories of products


Article VII. Conclusion

- Mountain Equipment Co op is truly a lifestyle brand, which provides more than just out door gear. It has a strong following from its members and a high level of brand loyalty.
- Service derives from the strategic Purpose, Vision, Mission, and Values
- The company is a leader in environmental initiatives, human rights, corporate ethics, and sustainability. This is easily conveyed throughout the on-line shopping experience

(a) Potential and Limitations of the internet

- by reducing the number of physical contact points and moments of truth the internet has allowed for far fewer employees to service far more customers.
- With the potential of the market being superimposed on the global stage comes the unexplored territory of tailoring specific services to specific customer needs and to go one step further in adding value to the customer.
- With the advent of globalization and the information age the internet has revolutionized how people think, interact and do business. Technological frustrations aside the internet provides an entire universe of information for those who know where and how to search for the information they want. Even if they don't, search engine technology has progressed so far that searchers can pinpoint the required information just by typing the relevant keywords into the search engine.
- Two types of shoppers use the internet. Experiential shoppers are those who have a hobby type interest. These are collectors and hobbyists who enjoy the "thrill of the hunt". Goal oriented shoppers are task oriented, efficient and deliberate. They are transaction oriented and want to purchase what they want quickly without distraction.(Wolfinbarger & Gilley, 2000)
- The internet will appeal more to the goal oriented  shopper
- The potential exists for a more experiential online shopping experience

The question is:

- Do companies want experiential customers shopping online, or in a store where it should be easier to provide a personalized service experience for the customer 

- MEC is both a brick and mortar retailer and an e-retailer. While the internet has helped and will continue to help MEC's business grow it will not replace the physical retailing environment, but enhance the service MEC is able to provide to its customers.



Article VIII. Appendix

Section 8.01 E-Service Quality Questionnaire

From: Measuring Service Quality in E-Retailing (Collier & Bienstock, 2006)

The following statements ask your thoughts about the service provided to you by Internet retailers, also known as e-retailers. Please think about the last e-retailer that you purchased from. Please circle the number that best matches how much you agree or disagree with each statement. There is no right or wrong answers.

(Values range from 1, *totally agree*, to 5, *totally disagree*.)

Ease of Use

1. It is easy to get anywhere on this e-retailer's Web site.
2. I don't get lost on this e-retailer's Web site.
3. This e-retailer contains a site map with links to everything on the site.
4. This e-retailer's Web site allows you to find a page previously viewed.
5. This e-retailer's Web site allows you to go back when you make a mistake.

Privacy

6. I trust the Web site administrators will not misuse my personal information.
7. Symbols and messages that signal the site is secure are present on this e-retailer's Web site.
8. This e-retailer doesn't give other sites or companies access to my information.
9. This e-retailer doesn't give my information away to other companies.

Design

10. This e-retailer's Web site is visually pleasing.
11. This e-retailer's Web site design is innovative.
12. I am able to see the graphics clearly on this e-retailer's Web site.
13. This e-retailer's Web site does not have fine print that is difficult to read.
14. I don't have to scroll from side to side to adequately see this e-retailer's Web page.

Information Accuracy

15. This e-retailer's advertised items are available in inventory.
16. This e-retailer provides information on how much an

item costs with shipping costs included.

17. This e-retailer provides accurate information about when orders will be received.

18. This e-retailer's Web site has a running total of purchases as the order progresses.

19. Prices are shown with the items on the screen.

20. This e-retailer's Web site has information that is objective (i.e., product reviews are free from bias).

Functionality

21. When I use this e-retailer's Web site there is very little waiting time between my actions and the Web site's response.

22. This e-retailer's Web site does not crash.

23. This e-retailer gives the customer numerous payment options.

24. This e-retailer's Web site loads quickly.

25. The e-retailer provides a confirmation of items ordered.

Order Condition

26. This e-retailer's orders are protectively packaged when shipped.

27. All orders by this e-retailer are delivered undamaged.

28. Damage rarely occurs during transportation of my order from this e-retailer.

Timeliness

29. This e-retailer gives the customer multiple delivery time options (e.g., next day, 3- to 5-day delivery, or 5- to 7-day delivery).

30. The time between placing and receiving an order is short.

31. This e-retailer is able to respond to a rush order.

Order Accuracy

32. My orders from this e-retailer rarely contain the wrong items.

33. My orders from this e-retailer rarely contain incorrect quantities.

34. This e-retailer's billing is accurate.

Interactive Fairness

35. This e-retailer communicated honestly with me about my problem.

36. The e-retailer seemed very concerned about my problem.

37. I was given a reasonable explanation as to why the Original problem occurred.

38. The e-retailer was courteous to me when trying to resolve my problem.

39. I believed what the e-retailer told me about how my problem occurred.

40. This e-retailer gives the customer the ability to talk to a "live" person using a telephone number.

41. The e-retailer was sympathetic and caring.

42. The e-retailer put a lot of positive energy into handling my problem.

43. The e-retailer told me why the service had failed in the first place.

44. The e-retailer was quite pleasant to deal with.

Outcome Fairness

45. Compensation was offered for problems the e-retailer

created.

46. The outcome I received was fair.

47. In resolving my complaint the e-retailer gave me what I needed.

48. I got what I deserved.

Procedural Fairness

49. The e-retailer responded quickly to my complaint.

50. The e-retailer adapted their complaint handling procedures to satisfy my needs.

51. I got a chance to tell the e-retailer the details of my problem.

52. The e-retailer showed flexibility in responding to my complaint.

53. The e-retailer made it easy for me to voice my complaint.

54. Overall, the e-retailer had a good procedure for dealing with complaints.

Satisfaction and Behavioral Intentions

55. In general I (am/was) happy with the service experience.

56. In general, I was pleased with the quality of the service this e-retailer provided.

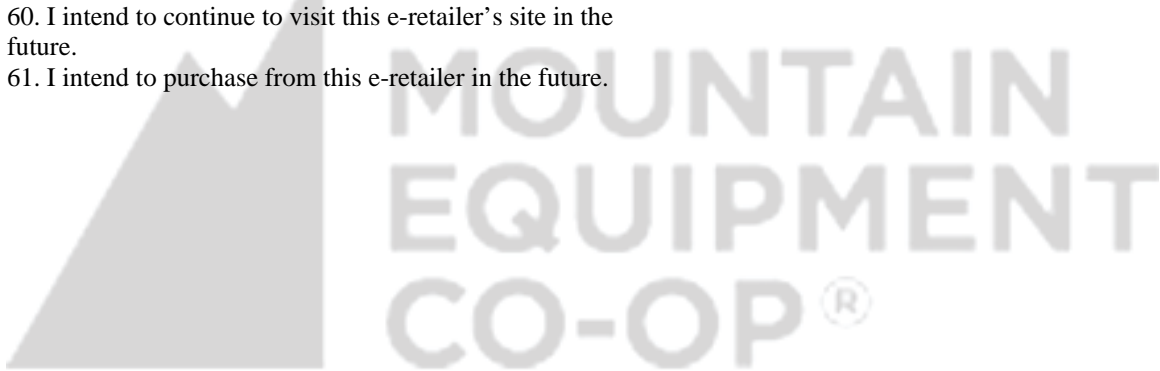
57. I was satisfied with the service this e-retailer provided.

58. I felt pretty negative about this e-retailer.

59. I will recommend this e-retailer to my friends.

60. I intend to continue to visit this e-retailer's site in the future.

61. I intend to purchase from this e-retailer in the future.



Article IX. References

- Collier, J. E., & Bienstock, C. C. (2006). Measuring Service Quality in E-Retailing. *Journal of Service Research*, 8(3), 260-265.
- Lovelock, C., & Wirtz, J. (2005). *Service Marketing in Asia*. New York: Prentice Hall.
- Wolfenbarger, M., & Gilley, M. (2000). *Shopping Online for Freedom, Control, Fun*. Irvine. Center for Research on Information Technology and Organizations, University of California.



PROJECT FEEDBACK	
GROUP:	KHAOSIUNG

<i>Sean</i>	<i>Joanne</i>	<i>Gregory</i>	<i>Oriana</i>	<i>time</i>	
<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Good</u>	<u>Weak</u>

Comments on the presentation

- Usage stats are interesting. It gives a feel for how effectively they are opening their stores to the global stage.
- No.s from Chilli are high?
- Don't jump too fast through the slides – finish the point and then move on – I'm still looking at them
- The up-date point – second message. Since this is a time when customers have the greatest concern. They have paid but don't have the product in hand. Auto-fill
- Extending value – is coming through.
- Useful discussion at the end. Hedonism has been used to describe shopping motivations that relate to anything other than the purpose of getting the product being shopped for e.g., some people going shopping for the social aspects etc. – which would fit there.
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Other comments

- Technical problems like this (can't connect) often happen. It can be safer to create a back up e.g., download or print-screen the relevant pages. So then you have a basic set to work from in the event of disaster.

Comments on the report

Good report. I'd suggest tidying this and your PPT up (that looks a little scrappy – smaller fonts / spacing / headers & footers would all give it a more professional appearance) and sending to MEC. Add a cover note to explain what you did and key issues that emerged but couch this to explain that it is term project based on your (likely) common experiences with other customers.

Some points need expanding. The method could have made clearer what you have done. Then part of the evaluation are too brief (e.g., we feel safe on-line... why? – how have you reached that conclusion).

Work to keep what is there, your evaluation, your conclusion and your recommendations separate.

Useful last part on evaluation of web in the future.
Grade: 91%

PRESENTATION FEEDBACK			
GROUP:	MRJ-YANGBANLO		
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%
36	26	17	8
Comments:			
Grade: 87			

TIV KH WEBSITE EVALUATION: MOUNTAIN EQUIPMENT CO-OP		In the left box write (1) your group name (2) make a space (3) write the group you are assessing, Use the same name for the file. <i>E.g., Voltes5 TIV.doc</i>	
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%

Comments <ul style="list-style-type: none"> ● Slides background colour should not hinder the visibility of the content ● Presentation smoothness could be improved – slide organization is a little confused and disordered. ● Time control is good 			
Grade (%) 84			

YANGBANLO – KH		In the left box write (1) the group you are assessing (2) make a space (3) write your group name (3) Use the same name for the file. E.g., Voltes5 TIV.doc	
A Are ideas presented connected with the aim of the presentation? 40%	B Are the ideas presented clearly supported with evidence and logical argument? 30%	C Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs) 20%	D Overall impression (is it a group presentation etc.?) 10%

38%	27%	17%	8%
Comments - Introduction is clear with background and methodology in website research - E-service model and Lovelock flowers is used in illustration - Well organized, easy to follow . - Colour schemes makes difficult to read slide content - Make more eye-contact with audiences but inefficient time management			
Grade (%): 90 %			

OHIO → KAOHSIUNG		In the left box write (1) the group you are assessing (2) make a space (3) write your group name (3) Use the same name for the file. E.g., Voltes5 TIV.doc	
<p>A</p> <p>Are ideas presented connected with the aim of the presentation?</p> <p>40%</p>	<p>B</p> <p>Are the ideas presented clearly supported with evidence and logical argument?</p> <p>30%</p>	<p>C</p> <p>Is it easy to follow & to understand? (Are the slides clear and easy to follow e.g. use of new pictures, words, graphs)</p> <p>20%</p>	<p>D</p> <p>Overall impression (is it a group presentation etc.?)</p> <p>10%</p>

<p>Comments</p> <ul style="list-style-type: none"> - Bad control for the file. Delay the time of class! - MEC-'s e-market - Slide "Methodology 1" is badly designed, not logic - The same problem with the "Website research" slide (Traffic???) - Flower slide: Not so good. Consutation - The link of the slides - The quick loading of one website does not make sense here. . It is up on the network of each country and region - The whole PPT makes people overloaded and confused - Group members seemed not be able to control the slides, delivered wrong messages - No slide with "thank you for your attention" and "questions". You guys don't want classmate to ask some questions and give some comments, don't you? - Have not discovered all the functions of the website? - Anyway, the content is nice 			
Grade (81)			