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ANALYSIS OF SERVICE QUALITY ON THE STARBUCKS INDONESIA APPLICATION USING E-SERVQUAL AND IMPORTANCE PERFORMANCE ANALYSIS (IPA)

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Abstract

The advancement of technology has had a significant impact on various aspects of life, especially in terms of people's dependence on digital services. This trend has driven e-commerce growth, especially in the food and beverage sector, including Starbucks Indonesia which offers a mobile application for enhanced customer experiences. Despites its popularity, the application has received a low rating of 2,4/5 on Google Play Store. This study aims to evaluate the app's service quality using E-ServQual method, which assesses seven dimensions: efficiency, reliability, fulfillment, privacy, responsiveness, compensation, and contact. Additionally, Importance Performance Analysis is applied to identify critical performance factors requiring improvement. Data is collected through online surveys targeting users who have transacted via the app at least once. The result indicated that, 10 out of 19 service quality attributes exhibited negative gap values, indicating that user perceptions fell short of expectations in key areas such as responsiveness and privacy. These attributes were concentrated in Quadrant I of the IPA diagram. The study calculated an overall service quality level of 88% which, while relatively high, remains below the ideal 100% benchmark. This suggests notable gaps in meeting user needs, particularly when compared to industry standards for similar apps. Highlighting the need to prioritize service quality improvements across these 10 attributes to enhance the App's service quality and meet user expectations. The study provides actionable recommendations for Starbucks Indonesia to prioritize service quality enhancements based on user feedback and performance analysis.

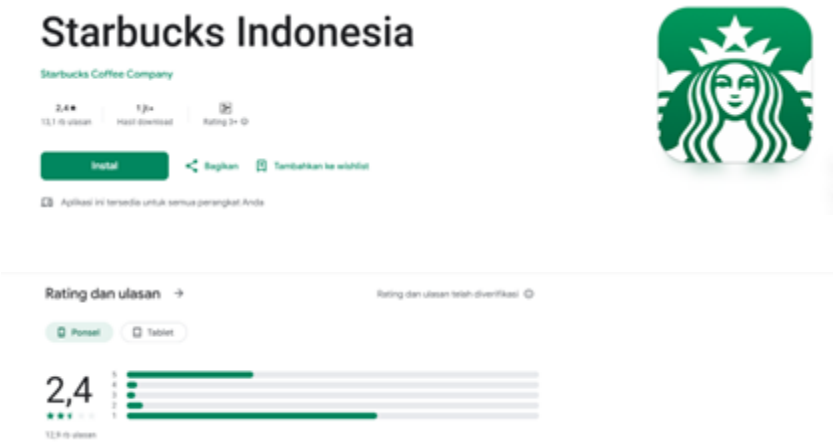
Keywords: E-ServQual, Importance Performance Analysis, Customer Satisfaction

INTRODUCTION

The development of technology has had a major impact on various aspects of life, especially the lifestyle of people who increasingly rely on digital based services. According to the Indonesian Internet Service Providers Association (2024), the number of internet users in Indonesia reached 221.563.479 people in 2024 out of a total population of 278.696.200 people in 2023, with the percentage of smartphone users to access various digital services in Indonesia reaching 79,5%. Based on data reported by antaranews.com, the e-commerce sector, including the food and beverage industry, is a major driver of Indonesia's digital economy, experiencing growth of 13% from 2023 to 2024. This development shows how important technological innovations is for companies to stay relevant and competitive in the digital era.

Starbucks Indonesia, as one of the leading coffee brands, also provides a mobile application to improve customer experience, from ordering features to loyalty programs. Despite the growing popularity of Starbucks Indonesia's app, a number of customer reviews on Google Play Store indicate shortcomings in the app's service quality. Based on review data that can be accessed through the Google Play Store, it is noted that Starbucks Indonesia application has been downloaded by more than 1 million people. However, the rating obtained by the Starbucks Indonesia application is quite low, namely 2,4 out of 5,0 with a total of 12,9 thousand reviews. This indicates that Starbucks Indonesia application has not been able to satisfy the quality of service for the satisfaction of its users.

Figure 1.
Starbucks Indonesia App Rating on Google Play Store



To better understand these service quality issues, an analysis using the E-ServQual and Importance-Performance Analysis (IPA) methods is essential. E-ServQual is a widely used instrument for measuring online service quality by evaluating the gap between users' expectations and their actual experiences (Maharani et al., 2023). E-ServQual assesses seven key dimensions: efficiency, system availability, fulfillment, privacy, responsiveness, compensation, and contact (Theresia & Tan, 2021). This method is used to determine the gap value between the perceptions received by users and the expectations desired by users about the application services received (Bachtiar et al., 2022). Meanwhile, the Importance Performance Analysis (IPA) is used to identify performance factors that are important for companies in improving service quality based on users perspectives. The purpose of using

this method is to determine the indicators of the E-ServQual method that have not fulfilled user expectations, so that it can use quadrant analysis as a guide to make the necessary service improvements. By combining E-ServQual with IPA, this study not only identifies the gaps in service quality but also offers strategic insights to enhance the overall user experience.

REVIEW OF LITERATURE

Service quality is defined as the extent to which a service meets or exceeds customer expectations (Astuti & Sintesa, 2020). There are two perspectives on quality, which are producer's perspective and consumer's perspective. The main factors that influence service quality are expected service and perceived service. When the service received or perceived is as expected, the service quality is perceived as good or satisfying (Jazuli et al., 2020).

Electronic Service Quality (E-ServQual) as part of service quality (ServQual) is a systematic approach to assessing the quality of digital services that analyzes the gap between actual user experience and desired expectations in the context of online transactions. There are 7 dimensions used in the E-ServQual assessment, which are: (1) Efficiency, which customers can access the website, find the desired product and information related to the product, efficiency with which the entire transaction or user experience is carried out including completing a purchase or navigating the application, (2) System Availability, relates to appropriate and useful technical functions on a site, including the suitability of the pages displayed, (3) Fulfillment, relates to the reliability of the product availability and service delivery, (4) Privacy, relates to the extent to which the site is secure and protects customer information, (5) Responsiveness, the seller's ability to provide information quickly and accurately to customers when problems arise, (6) Compensation, includes refunds, exchanging goods, shipping costs, and providing an online warranty, (7) Contact, the availability of assistance to customers to be able to talk to customer service online or by phone (Tamba et al., 2023).

Importance Performance Analysis (IPA) is an instrument that is used to help analyze compare job satisfaction experienced by employees with expected job satisfaction. The suitability is the comparison result between the implementation performance score and the importance score (Waworuntu et al., 2023). This method analyzes the position of the plot results between the average performance score on the x-axis and the average importance score on the y-axis in a cartesian diagram that is divided into four quadrants. The explanation of each quadrant is as follows: (1) Quadrant I is in the main priority which means that this quadrant contains factors that are considered important but the implementation has not met expectations, so it requires improvement, (2) Quadrant II is to maintain achievement which means that the service attributes in this area must be maintained because they are considered important and in accordance with the level of perceived expectations (3) Quadran III which means that the attributes in this area are considered less important because the benefits felt by consumers are very small so improvements to the attributes in this quadrant are not mandatory, (4) Quadrant IV is excessive which is an area that contains attributes that are considered less important and considered excessive (Haryanto et al., 2023).

RESEARCH METHOD

This research employs a quantitative approach to analyze the quality of service in the Starbucks Indonesia mobile application. The study began with a literature review to establish a strong theoretical foundation and identify key factors influencing service quality in digital applications. Following this, a field study was conducted to examine potential issues within the application's services. Based on these findings, the research objectives were formulated, and the E-ServQual dimensions such as efficiency, system availability, fulfillment, privacy, responsiveness, compensation, and contact were selected as the framework for measuring service quality. To ensure relevant and reliable data, respondents were selected based on the criterion that they had used the Starbucks Indonesia application to complete at least one transaction. Data collection was carried out through online questionnaires distributed to these qualified users. This research started in February 2025 and will continue until the required data is completed.

Data processing and analysis were carried out using the E-ServQual method. E-ServQual method is recognized as the most comprehensive and integrative model for evaluating online service quality, which effectively addresses the need to assess electronic services. The use of the E-ServQual method is particularly appropriate for this study, as it allows for a structured evaluation of service quality by identifying gaps between user expectations and actual experiences. This method helps pinpoint specific service deficiencies, making it an effective tool for analyzing digital service performance. Additionally, the Importance-Performance Analysis (IPA) method is employed to provide actionable recommendations for service improvement. IPA categorizes service attributes into different priority quadrants, helping businesses determine which aspects require immediate attention and which are performing well. The improvement recommendations obtained from this analysis can be a foundation for companies to overcome service quality problems in the Strabucks Indonesia application.

RESULTS AND DISCUSSION

In this study, there are 7 dimensions of E-ServQual and 22 attributes used as the basis for preparing the questionnaire, while the explanations related to the dimensions and attributes used are as follows:

Table 1.
Attributes of Each Dimensions

Dimensions	Attributes	Description
Efficiency	EF 1	User ease of account verification and login (Agustina & Suyatno, 2024)
	EF 2	Easy to claim/redeem reward points on the app
	EF 3	The quickness in completing payment transactions through the app (Segonang et al., 2020)
	EF 4	User's ease of use of features in the application (R. S. Putri et al., 2022)

Dimensions	Attributes	Description
System Availability	SA 1	Variation of payment methods offered (Agustina & Suyatno, 2024)
	SA 2	The application system is not easy to have errors or technical problems (Wardhana, 2024)
	SA 3	The application can be accessed at any time without constraints (Agustina & Suyatno, 2024)
Fulfillment	FL 1	Product availability as claimed on the app (F. S. Putri & Suyatno, 2023)
	FL 2	Products received in accordance with the order (Wardhana, 2024)
	FL 3	Product matches description (F. S. Putri & Suyatno, 2023)
	FL 4	Appropriateness of information on the use of rewards with the promised conditions (R. S. Putri et al., 2022)
	FL 5	Timeliness of order presentation in accordance with the estimation on the application (R. S. Putri et al., 2022)
Privacy	PR 1	Information security of users' personal data (Agustina & Suyatno, 2024)
	PR 2	Security of payment information for transactions (F. S. Putri & Suyatno, 2023)
Responsiveness	RE 1	Customer service quickness in responding to customer complaints (Bahri et al., 2022)
	RE 2	The accuracy of customer service provides solutions to customers when problems occur (Segonang et al., 2020)
	RE 3	Customer services responds professionally to complaints (Bahri et al., 2022)
Compensation	CP 1	There is a refund guarantee (F. S. Putri & Suyatno, 2023)
	CP 2	Guaranteed replacement of new products in case of problems (Wardhana, 2024)

Dimensions	Attributes	Description
	CP 3	Providing discounts or promos (Wardhana, 2024)
Contact	CT 1	Online chat feature with customer service that is always accessible (Agustina & Suyatno, 2024)
	CT 2	Provide a call center (phone number, email, etc.) that can be contacted (Agustina & Suyatno, 2024)

With a number of respondents as many as 100 people and α = 5%. Based on the r product moment table, the r table value is 0,196. A data can be said to be valid if it meets the conditions r count ≥ r table. Based on the validity test for each attribute in each dimension conducted with SPSS 20, the following results were obtained:

Table 2.
Validity Test Results

Attributes	Perception			Expectations		
	R count	R table	Result	R count	R table	Result
EF 1	0,743	0,196	Valid	0,358	0,196	Valid
EF 2	0,748	0,196	Valid	0,522	0,196	Valid
EF 3	0,252	0,196	Valid	0,395	0,196	Valid
EF 4	0,221	0,196	Valid	0,343	0,196	Valid
SA 1	0,753	0,196	Valid	0,444	0,196	Valid
SA 2	0,725	0,196	Valid	0,406	0,196	Valid
SA 3	0,776	0,196	Valid	0,540	0,196	Valid
FL 1	0,116	0,196	Invalid	0,333	0,196	Valid
FL 2	0,173	0,196	Invalid	0,436	0,196	Valid
FL 3	0,466	0,196	Valid	0,254	0,196	Valid
FL 4	0,743	0,196	Valid	0,301	0,196	Valid
FL 5	0,366	0,196	Valid	0,598	0,196	Valid
PR 1	0,390	0,196	Valid	0,456	0,196	Valid
PR 2	0,456	0,196	Valid	0,479	0,196	Valid
RE 1	0,763	0,196	Valid	0,217	0,196	Valid
RE 2	0,761	0,196	Valid	0,434	0,196	Valid
RE 3	0,814	0,196	Valid	0,110	0,196	Invalid
CP 1	0,234	0,196	Valid	0,598	0,196	Valid
CP 2	0,258	0,196	Valid	0,330	0,196	Valid
CP 3	0,735	0,196	Valid	0,278	0,196	Valid
CT 1	0,695	0,196	Valid	0,393	0,196	Valid
CT 2	0,425	0,196	Valid	0,409	0,196	Valid

In the validity test for the perception level, 20 attributes were declared valid, while 2 attributes were found to be invalid. The invalid attributes are product availability as claimed on the app, product matches description. Meanwhile, in validity test for the expectation level, 21 attributes were declared valid, while 1 attribute was found to be invalid. The invalid

attribute is customer services responds professionally to complaints. This indicates that a re-test of the validity of these invalid attributes is necessary, which involves removing the invalid attributes form the analysis.

Table 3.
Re-Validity Test Results

Attributes	Perception			Expectations		
	R count	R table	Result	R count	R table	Result
EF 1	0,743	0,196	Valid	0,358	0,196	Valid
EF 2	0,748	0,196	Valid	0,522	0,196	Valid
EF 3	0,252	0,196	Valid	0,395	0,196	Valid
EF 4	0,221	0,196	Valid	0,343	0,196	Valid
SA 1	0,753	0,196	Valid	0,444	0,196	Valid
SA 2	0,725	0,196	Valid	0,406	0,196	Valid
SA 3	0,776	0,196	Valid	0,540	0,196	Valid
FL 3	0,466	0,196	Valid	0,254	0,196	Valid
FL 4	0,743	0,196	Valid	0,301	0,196	Valid
FL 5	0,366	0,196	Valid	0,598	0,196	Valid
PR 1	0,390	0,196	Valid	0,456	0,196	Valid
PR 2	0,456	0,196	Valid	0,479	0,196	Valid
RE 1	0,763	0,196	Valid	0,217	0,196	Valid
RE 2	0,761	0,196	Valid	0,434	0,196	Valid
CP 1	0,234	0,196	Valid	0,598	0,196	Valid
CP 2	0,258	0,196	Valid	0,330	0,196	Valid
CP 3	0,735	0,196	Valid	0,278	0,196	Valid
CT 1	0,695	0,196	Valid	0,393	0,196	Valid
CT 2	0,425	0,196	Valid	0,409	0,196	Valid

In the re-validity test of perception level and expectation level, there are 19 attributes in the questionnaire declared valid with r count. This is in accordance with the validity test criteria, which means that the attribute data is declared valid if r count ≥ r table.

Reliability tests were conducted on all attributes at both the perception and expectation levels of the E-ServQual questionnaire completed by respondents. The criteria for determining data reliability is a Cronbach's Alpha value ≥ 0,70. Based on the reliability test performed for each attribute within each dimension, the following results were obtained:

Table 4.
Reliability Test Result

Questionnaire Level	Cronbach's Alpha	R table	Result
Perception	0,895	0,196	Reliable
Expectation	0,723	0,196	Reliable

The reliability test results conducted at both the perception and expectation levels yielded a Cronbach's Alpha value ≥ 0,70. Therefore, it can be concluded that the data is reliable and consistent.

E-SERVQUAL Method

To determine the gap value using the E-ServQual method, it is necessary to calculate the average of the results from the perception and expectation questionnaire. The calculation of the gap for each attribute is used to identify which attributes require top priority for service quality improvement. The gap is calculated by determining the difference between the average score of the attribute at the perception level and the average score at the expectation level. Below are the results of the gap calculations for each attribute:

Table 5.
Gap Results for Each Attribute

Attribute	Average Perception Level	Average Expectation Level	Gap
EF 1	3,03	4,42	-1,39
EF 2	3,05	4,33	-1,28
EF 3	4,33	4,29	0,04
EF 4	4,30	4,28	0,02
SA 1	3,45	4,45	-1,00
SA 2	3,18	4,48	-1,30
SA 3	3,32	4,55	-1,23
FL 3	4,35	3,74	0,61
FL 4	3,29	4,56	-1,27
FL 5	4,21	4,02	0,19
PR 1	4,05	4,02	0,03
PR 2	3,92	3,91	0,01
RE 1	3,45	4,58	-1,13
RE 2	3,58	4,55	0,97
CP 1	4,09	4,02	0,07
CP 2	4,24	4,16	0,08
CP 3	3,54	4,53	-0,99
CT 1	3,10	4,44	-1,34
CT 2	3,89	3,84	0,05

Based on the gap calculation results for each attribute, 10 attributes received negative values (-). These includes: The application can be accessed at any time without constraints (EF 1), The application system is not easy to have errors or technical problems (EF 2), Variation of payment methods offered (SA 1), The application system is not easy to have errors or technical problems (SA 2), The application can be accessed at any time without constraints (SA 3), Appropriateness of information on the use of rewards with the promised conditions (FL 4), Customer service quickness in responding to customer complaints (RE 1), The accuracy of customer service provides solutions to customers when problems occur (RE 2), Providing discounts or promos (CP 3), Online chat feature with customer service that is always accessible (CT 1). Following the gap calculation, a ranking of attributes was conducted. The ranking results for each attribute are presented below:

Table 6.
Attribute Ranking Results

Attribute	Attributes Description	Gap	Rank
EF 1	User ease of account verification and login	-1,39	1

Attribute	Attributes Description	Gap	Rank
CT 1	Online chat feature with customer service that is always accessible	-1,34	2
SA 2	The application system is not easy to have errors or technical problems	-1,30	3
EF 2	Easy to claim/redeem reward points on the app	-1,28	4
FL 4	Appropriateness of information on the use of rewards with the promised conditions	-1,27	5
SA 3	The application can be accessed at any time without constraints	-1,23	6
RE 1	Customer service quickness in responding to customer complaints	-1,13	7
SA 1	Variation of payment methods offered	-1,00	8
CP 3	Providing discounts or promos	-0,99	9
RE 2	The accuracy of customer service provides solutions to customers when problems occur	-0,97	10
PR 2	Security of payment information for transactions	0,01	11
EF 4	User's ease of use of features in the application	0,02	12
PR 1	Information security of users' personal data	0,03	13
EF 3	The quickness in completing payment transactions through the app	0,04	14
CT 2	Provide a call center (phone number, email, etc.) that can be contacted	0,05	15
CP 1	There is a refund guarantee	0,07	16
CP 2	Guaranteed replacement of new products in case of problems	0,08	17
FL 5	Timeliness of order presentation in accordance with the estimation on the application	0,19	18
FL 3	Product matches description	0,61	19

These attributes are critical concerns for users because they directly impact the ease of transactions, trust in the platform, and overall user satisfaction. Application stability and accessibility (EF 1, EF 2, SA 2, SA 3) are fundamental to ensuring a smooth user experience, as frequent technical issues or downtime can lead to frustration and app abandonment. Similarly, the lack of payment method options (SA 1) can inconvenience users and limit their ability to complete purchases seamlessly. Issues related to customer support responsiveness (RE 1, RE 2, CT 1) are particularly significant, as ineffective problem resolution can erode user trust and discourage continued use of the app. Furthermore, misleading reward information (FL 4) and insufficient promotions (CP 3) can reduce user engagement and loyalty, as customers may feel undervalued or deceived. Therefore, these attributes require priority improvement to enhance the service quality of the Starbucks Indonesia application.

Importance Performance Analysis

The conformity level calculation is conducted to assess whether the service quality meets user expectations. This calculation involves summing the products of each criterion's value and its scale score to determine the scores for each attribute at both the perception and

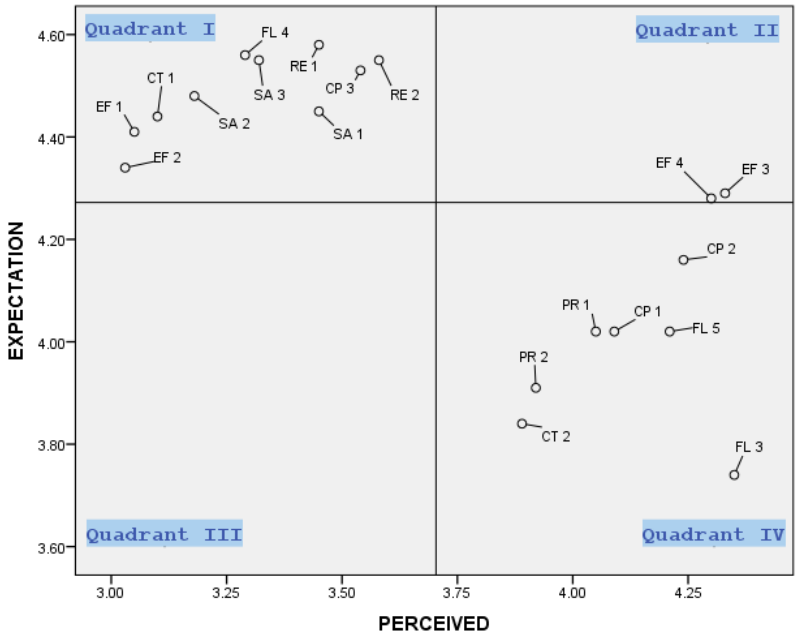
expectation levels. The conformity level calculations for each perception attribute are as follows.

Table 7.
Conformity Level Results

Attribute	Average Perception Level	Average Expectation Level	Conformity Level
EF 1	3,03	4,42	69%
EF 2	3,05	4,33	70%
EF 3	4,33	4,29	101%
EF 4	4,30	4,28	100%
SA 1	3,45	4,45	78%
SA 2	3,18	4,48	71%
SA 3	3,32	4,55	73%
FL 3	4,35	3,74	116%
FL 4	3,29	4,56	72%
FL 5	4,21	4,02	105%
PR 1	4,05	4,02	101%
PR 2	3,92	3,91	100%
RE 1	3,45	4,58	75%
RE 2	3,58	4,55	79%
CP 1	4,09	4,02	102%
CP 2	4,24	4,16	102%
CP 3	3,54	4,53	78%
CT 1	3,10	4,44	70%
CT 2	3,89	3,84	101%
Average			**88%**

Based on the calculation of the conformity level, it was found that the conformity level values ranged from 69% to 116%, with an average of 88%. The attribute with the lowest conformity level was the user's ease of account verification and login (EF 1) at 69%. This is because users of the Starbucks Indonesia Application expect the application to have ease of account verification and login, but in reality, this attribute has not functioned well and still requires improvement. Meanwhile, the attribute with the highest conformity level was the product matching the description (FL 3) at 116%. This is because the Starbucks Indonesia application is able to provide performance that has met the expectations of Starbucks Indonesia application users in providing description features that match the products sold. The average conformity level of the 19 tested attributes is 88%, where according to (Wisudawati et al., 2023), a conformity level of <100% indicates that the service quality provided has not been able to satisfy users. Thus, from the conformity level of the 19 attributes, there is still 12% of service quality that is considered not to have met the expectations of Starbucks Indonesia application users.

Figure 1.
The Importance Performance Analysis Diagram



The Importance Performance Analysis (IPA) diagram mapping revealed 10 attributes located in Quadrant I. These 10 attributes represent priority areas for improvement in order to enhance the service quality of the Starbucks Indonesia application. Quadrant II contained 2 attributes, indicating that their performance aligns with user expectations; these should be maintained to ensure continued user satisfaction. There are 7 attributes that were identified in Quadrant IV. These attributes demonstrated high perceived performance, yet users held low expectations regarding them. Consequently, the Starbucks Indonesia application developers should prioritize addressing the other attributes exhibiting poorer performance or those that have not yet met user satisfaction levels.

Improvement Recommendations

The 5W + 1H method, comprising What, Why, Who, When, Where, and How, serves as a framework for systematically formulating improvement proposals. This approach facilitates the identification of aspects requiring enhancement, the rationale for such improvements, the stakeholders involved, the implementation timeline, the location of improvements, and the procedures for carrying them out.

Table 8.
Improvement Recommendations

Question	Description of 5W + 1H
	User ease of account verification and login
What	Complicated and lengthy account verification process.
	OTP code sent via phone number/email is not received
Why	The account verification process has too many steps and complicated password generation requirements
	Non-integrated OTP code sending system
Who	New and existing users and App development team

Question	Description of 5W + 1H
When	Registering account and logging in again process
Where	Account registration and login page
How	Simplify the verification process with one of the phone number only/email only
	Ensure emails and phone numbers are sent from authorized addresses and add instructions to check the spam folder of emails
	Online chat feature with customer service that is always accessible
What	Customer service that is not available during peak times and holidays
Why	Limited human resources when there is an increase in call volume
	Customer service is not able to accommodate the workload
Who	Customers service staff
When	During weekend and holidays
Where	Customer service platform (phone, chat, email)
How	Increase the number of customer service staff on certain days, especially weekends and national holidays
	Using chatbot technology to answer common questions that users often ask
	The application system is not easy to have errors or technical problems
What	Applications often crash or close suddenly
	Application often loses connection to the server (internal server error)
Why	Bugs in the application that have not been resolved
	Server instability
	User internet connectivity issues
	Lack of understanding regarding minimum device specifications for application usage
Who	Application development team and users
When	During application launch and payment transaction attempts
Where	Issues occur within the login and ordering features of the Starbucks Indonesia application
How	The application development team should promptly address identified bugs
	Comprehensive application testing and maintenance should be conducted
	Server capacity should be scaled to accommodate the number of active users
	Users should ensure a stable network connection when accessing the application
	Users should understand and be aware of the minimum device specifications required for application usage
	Easy to claim/redeem reward points on the app
What	The point redemption process is complex
	Points are not displayed or difficult to access
Why	The point claim process requires numerous verification steps and the system is unresponsive
	System errors result in data not being updated
Who	User with points and the application developer team
When	Users attempt to redeem points

Question	Description of 5W + 1H
Where	The rewards page within the application
How	Simplify the redemption process and provide clear information display at each stage of the redemption process
	Improve the backend system to ensure point data is always updated and synchronized
Appropriateness of information on the use of rewards with the promised conditions	
What	The point redemption terms and conditions are not transparent
	Vouchers cannot be used
Why	Information regarding point redemption/usage terms and conditions is not clearly communicated
	Voucher information is not synchronized
Who	The Starbucks Indonesia Application IT Team and application users
When	Users attempt to claim vouchers/redeem points
Where	There issues occur within the point redemption feature and the rewards page
How	Create more comprehensive and easily understandable FAQ page regarding point redemption terms and conditions
	Conduct checks on the voucher redemption system to ensure no errors exist
	Ensure that the information displayed in the application is accurate and up to date
	The application can be accessed at any time without constraints
What	The application is inaccessible/down during weekends
Why	The server is unable to handle the increased user traffic on weekends
Who	The Starbucks Indonesia application IT Team
When	When accessing the application on weekends
Where	This issue occurs within the ordering feature of the Starbucks Indonesia application
How	The IT Team needs to increase server capacity and optimize caching to reduce server load during periods of high user traffic
	Customer service quickness in responding to customer complaints
What	Customer service is slow in responding to user complaints
	There is no priority in handling complaints
	Customer service representatives are not adequately trained
Why	Insufficient number of customer service staff to handle user inquiries
	Lack of clear Standard Operating Procedures (SOPs) regarding user complaint service timeframes
	Insufficient training provided to customer service staff regarding user complaint handling
Who	Starbucks management team and customer service representatives
When	When application users contact customer service
Where	Customer service communication channels via online media (phone, email, chat, social media)
How	Increase the number of customer service staff to improve the efficiency of handling user complaints

Question	Description of 5W + 1H
	Provide clear SOPs regarding the time required for customer service to respond to user complaints
	Provide regular training to customer service representatives to enhance their knowledge and skills in online service
	Variation of payment methods offered
What	Payment method is exclusively via Starbucks Card
	Balanced top-up options are limited to specific banks
	Cash payment option is unavailable
Why	The application has not integrated widely used digital payment methods
	The platforms only collaborates with a limited number of banks, preventing users with accounts at other banks from topping up their balance
Who	The Starbucks Indonesia application development team
When	During payment and balanced top-up transactions
Where	The card and order pages
How	Provide other digital payment options such as e-wallets, QRIS, debit/credit cards
	Expand the selection of banks for balance top-up options through e-wallets, convenience stores, or payment agents
	Provide a cash payment option at Starbucks outlets
	Providing discounts or promos
What	The frequency of promotions offered in the application is low
	The discounts or promotions offered are not attractive and beneficial to customers
Why	The ineffectiveness of marketing strategies implemented by Starbucks Indonesia application through discounts or promotions
Who	The Starbucks marketing team and management team
When	These issues occur during major national events/holiday
Where	The Starbucks Indonesia application
How	Provide additional rewards/promotions for customers who frequently transact using the Starbucks Indonesia application
	Offer special discounts or limited edition product promotions during specific events to attract customer interest
The accuracy of customer service provides solutions to customers when problems occur	
What	The solutions provided are irrelevant or do not resolve the issue
Why	Lack of understanding by customer service regarding the reported problem
Who	Starbucks management team and customer service representatives
When	When customers contact customer service
Where	Customer service platforms (phone, email, chat, social media)
How	Enhance the knowledge and understanding of customer service staff regarding the products or services provided
	Train customer service staff in communication skills, understanding customer problems, and finding appropriate solutions

Question	Description of 5W + 1H
	Develop clear and structured complaint handling procedures to ensure that appropriate and efficient solutions are provided

CONCLUSION

The service quality of the Starbucks Indonesia Mobile Application, as received by user perspective reveals that 10 out the 19 service quality attributes have received negative gap scores. In the E-ServQual method, a negative gap indicates that user expectations exceed the actual service performance, highlighting areas where the application fails to meet customer needs. The attributes with negative gaps include User ease of account verification and login, Online chat feature with customer service that is always accessible, The application system is not easy to have errors or technical problems, Easy to claim/redeem reward points on the app, Appropriateness of information on the use of rewards with the promised conditions, The application can be accessed at any time without constraints, Customer service quickness in responding to customer complaints, Variation of payment methods offered, Providing discounts or promos, The accuracy of customer service provides solutions to customers when problems occur. This indicates that Starbucks Indonesia Mobile App users are not fully satisfied with these service aspects, necessitating further improvement efforts.

Additionally, the overall service quality of the Starbucks Indonesia Mobile Application is measured at an average of 88%, indicating that it falls below the optimal 100% benchmark. This reinforces the need for continuous improvement to enhance user satisfaction and service reliability. Using the Importance Performance Analysis (IPA) diagram, these 10 attributes were identified as residing within Quadrant I. This placement signifies that these 10 attributes require prioritized improvement. The recommended enhancements, intended as a reference for Starbucks to refine and elevate service quality while mitigating user complaints regarding the Starbucks Indonesia application, encompass addressing application bugs that cause errors, conducting regular system maintenance, providing competency training for customer service staff in responding to user complaints, increasing the number of customer service staff, optimizing existing policies or Standard Operating Procedures (SOPs) for enhanced functionality and other suggestions specific to each attribute.

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