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# Full Length Research Paper

# Using the Importance-Performance Analysis (IPA) approach to measure the service quality of mobile application stores in Taiwan

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The key purpose of this research is to apply importance-performance analysis (IPA) approach to empirically study the service quality of mobile application stores in Taiwan based upon the customers' perspective. To facilitate the main issue for evaluating service quality of mobile applications stores in Taiwan, a list of thirty-six service quality attributes is summarized. Then, the IPA approach in conjunction with the questionnaires is performed to screen these attributes. Study results show that twelve attributes of 'concentrate here' in quadrant 2, eleven attributes of 'low priority' in quadrant 3, nine attributes of 'keep up the good work' in quadrant 1, and four attributes of 'possible overkill' in quadrant 4 are plotted in a two dimensional (importance-performance) matrix, respectively. Besides, to acquire the voice of customer, the result shows twelve service quality attributes are suggested to improve.

Key words: Importance-Performance Analysis (IPA), service quality, mobile application stores.

# INTRODUCTION

Mobile application stores are a type of network application transaction platform that allows mobile phone users to browse and download applications for mobile phone systems developed by application providers. The business models are different, and are according to the content of the suppliers; most application stores provide both free and charged software. Currently, the most representative suppliers are the iPhone APP store and Android Market by Google.

According to the statistics of GARTNER Company, the sales revenue for applications of Apple's APP Store was about US\$ 4.2 billion in 2009. Due to the external threats, such as Apple' profits obtained from mobile applications and constant reduction of voicemail ratios, and to stop the declining average revenue per user (ARPU), telecommunication companies in Taiwan actively developed new applications for mobile phones. These companies introduced application stores in order to provide mobile

application services, which intend to increase ARPU through more frequent data transmission use. According to the investigation results of Business Next (2010), Taiwanese consumers' top eight demands for mobile applications are music, games, GPS, online information browsing, e-mail, news and information searches, social networks (e.g., Facebook and Plurk), and video, which satisfy 90% of the expectations of mobile users. Therefore, rich download content and applications by third-party software suppliers are the drivers for consumers that are considering using mobile communications. Telecommunication companies' services, which are delivered through application stores, have thus rapidly increased.

Telecommunication companies in Taiwan suggest that their advantage in operating application stores is the large number of mobile users, and their introduction provides 3G users with greater choices of application services. However, do application stores operated by telecommunication companies in Taiwan meet the users' needs? Will the service quality attract consumers' use or transactions? These are the key factors of the companies' expansion of service scale. Service providers must enhance

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their service quality. They should firstly measure service quality, and determine its important factors, and then, enhance the service quality factors through related strategies and measures.

This issue is of great concern by telecommunication companies in Taiwan when providing services through mobile application stores.

In such a highly competitive industry, the provision of high-quality services has changed from the traditional tactical issues into strategic issues, which becomes the firms' commitment to their customers (Grönroos, 2000). From the perspective of marketing, service providers' service quality is a key to customers' repurchase intentions, as well as maintenance of customer satisfaction and loyalty.

Many researches (Grönroos, 2000; Hsu and Ho, 2009; Shyu, 2008) have suggested that customer satisfaction is experience accumulation after demand for service quality is satisfied, and service quality is a prerequisite of customer satisfaction. There is a significant correlation between customer satisfaction and service quality. According to the gap analysis model (PZB model), as proposed by Parasuraman, Zeithaml and Berry in1985 and 1988, service quality depends on the gap between expected service and perceived service. The model could analyze the sources of service quality, and assist management to improve service quality.

The issues related to service quality of mobile application stores are new, and therefore, there are no studies in Taiwan. In other countries, Lu et al. (2009) probed into service quality of mobile commerce in China, and hence, we cited the model of Lu et al. (2009) to measure the service quality of mobile application stores of telecommunication companies in Taiwan. Since the model to measure service quality of mobile communication, as proposed by Lu et al. (2009), is applicable and can be directly applied to other similar services or be promoted for studies of service quality of other types of mobile commerce. This study intends to partially improve the attributes of service quality according to the characteristics of Taiwanese consumers and the above scale.

In order to determine if the service quality attributes of mobile application stores are valued by customers, or if they are factors that should be improved by service providers, this study aims to conduct importance-performance analysis (IPA) approach, as proposed by Martilla and James in 1977.

The degree of importance in IPA indicates the decision-makers' value of the attribute, and the satisfaction represents the decision-makers' evaluation of and attitude toward the attribute. Therefore, this study intends to generalize service quality value of service providers, and further identify important service quality issues that should be maintained or improved.

In summary, the aim of this paper is to apply the IPA approach to measure the service quality of mobile application stores in Taiwan.

# Service quality and its attributes

Since service quality is intangible, it involves production and consumption at the same time, shows is perishable, cannot be stored, and reveals heterogeneity. In comparison to the quality of physical products, it is more difficult to be measured. However, many scholars (e.g., Cronin and Taylor (1992), Grönroos (2000), Lewis and Vincent (1990), Lu et al. (2009), Parasuraman et al. (1985; 1988)) have overcome such the obstacles and proposed different measurement models able to measure and study service quality. Parasuraman et al. (1985; 1988) proposed the PZB model, and developed the scale "SERVQUAL," with the five constructs of service quality (i.e., tangibles, reliability, responsiveness, assurance, and empathy). They suggested that service quality is the gap between expected service and perceived service between service providers and customers in service delivery. This model analyzes the source of service quality and helps management to improve service quality. In addition, Cronin and Taylor (1992) proposed the scale "SERVPERF," which measures service quality according to service performance. Lu et al. (2009) modified and integrated "SERVQUAL" and "SERVPERF," and applied them to measure the service quality of mobile commerce in China.

The measurement model service quality of mobile commerce proposed by Lu et al. (2009), is applicable, and can be directly applied to similar services or studies on service quality of other types of mobile commerce. Therefore, this study intends to construct the attributes of service quality of mobile application stores in Taiwan. According to scale content of Lu et al. study, to define the characteristics of Taiwanese consumers upon the opinions of consumers, experts, and scholars regarding mobile communications, as a result, a list of thirty-six service quality attributes can be drawn in Table 1.

### **METHODOLOGY**

A stepwise description of the IPA approach is briefly introduced thus:

Step 1: Assess the degrees of importance and satisfaction of the service quality attributes. Let  $b_{jp}$  and  $c_{jp},\ j=1,2,\ldots,m;\ p=1,2,\ldots,n,$  be the importance value and satisfaction value, measured by Likert's 7-point scale, given to service quality attribute j by a decision-maker (DM) p, respectively. It is obvious that  $1 \leq b_{jp} \leq 7$  and  $1 \leq c_{jp} \leq 7$ .

Step 2: Use the geometric mean technique to integrate the opinions of all DMs. Due to the fact that Saaty (1980) suggested the geometric mean is more effective in representing the multiple DMs' consensus opinions. In this paper, we use this technique to aggregate all information generated by the retrieved questionnaires. Let  $b_j$  and  $c_j$  denote the consensus opinion evaluation values of importance and satisfaction of the service quality attributes, respectively, then  $b_j$  and  $c_j$  can be represented by;

**Table 1.** Service quality attributes of mobile application stores in Taiwan.

| Construct                 | Sub-construct          | Service quality attribute                                 | Explanation and description   |
|---------------------------|------------------------|---|---|
|                           | (I-1). Attitude        | Friendly service attitude                                 | Service providers are friendly when serving users.  |
|                           |                        | 2. Assist customer with use                               | Service providers actively assist users with using service of application stores (such as FAQ, forum or communities).                           |
|                           |                        | 3. Recognize users' needs                                 | Service providers recognize users' demands for software and provide appropriate service content.  |
| (I). Interaction quality  | (I-2). Expertise       | 4. Competent professionalism during service               | Service providers are competent professionals while providing service in application stores.  |
|                           |                        | 5. Answers questions rapidly                              | Service providers can immediately respond to users' questions related to service in software stores (both online and customer telephone lines). |
|                           |                        | 6. Satisfy users' demands for applications                | Service providers recognize users' trust in their professional knowledge and they are able to satisfy users' demands for applications.          |
|                           | (I-3). Problem solving | 7. Sincerity in responses to users' questions             | When users encounter problems related to systems or applications, service providers can sincerely respond to questions.                         |
|                           |                        | 8. Cope with problems or complaints                       | Service providers can directly (indirectly) cope with problems and complaints.  |
|                           |                        | 9. The importance of solving users' problems              | Service providers recognize the importance of solving users' problems.  |
|                           | (I-4). Information     | 10. Provision of reliable information                     | Users can trust the information and descriptions provided by application stores.  |
|                           |                        | 11. Provide defined service time                          | Application stores provide defined service time (period or deadline) for users.   |
|                           |                        | 12. Provide the application information required by users | Application stores provide the application information required by users (downloading times, recommendations, or comments).                     |
|                           | (II-1). Equipment      | 13. Stable network connection service                     | Transactions and downloading services of application stores are connected and stable.   |
| (II). Environment quality |                        | 14. Provide precise connection signal                     | When application stores conduct transactions and downloading services, communication network can provide precise connection signal.             |
|                           |                        | 15. Importance of communication network for users         | Service providers recognize the importance of communication networks for users of application store services.                                   |

Table 1. Contd.

|                           | /II 4)               | 40. Mahila uhawa dasiran allamasa aratuk               | He and an advantage the second and a second |  |  |  |  |
|---------------------------|----------------------|--|---|--|--|--|--|
|                           | (II-1). Equipment    | 16. Mobile phone devices allow successful transactions | Users' smart mobile phone devices can successfully accomplish transactions in overall services of application stores.  In transactions of application stores, users' smart mobile phone device can immediately respond.   |  |  |  |  |
|                           |                      | 17. Immediate response of mobile phone device          |   |  |  |  |  |
|                           |                      | 18. Ability to provide consistent services             | When brands, specifications, or system of users' smart mobile phones differ, application stores can provide consistent services.  |  |  |  |  |
| (II). Environment quality | (II-2). Design       | 19. Impressive interface design                        | User interface design of application store impresses users.   |  |  |  |  |
| , ,                       |                      | 20. Satisfy users' demands in interfaces               | Application store user interface designs can satisfy users' operational and use demands.  |  |  |  |  |
|                           |                      | 21. Selection of different languages                   | Application stores provide selection of different languages.  |  |  |  |  |
|                           |                      | 22. Importance of interface design for users           | After influencing use and operations, service providers recognize the importance of interface design for users.   |  |  |  |  |
|                           | (II-3). Situation    | 23. Satisfy users' communication needs                 | In general situations, communication network can satisfy users' needs.  |  |  |  |  |
|                           |                      | 24. Need to use mobile phones in special environments. | Service providers recognize that uses need to use mobile phones in special environments, such as basements, elevators, and other areas with poor reception.   |  |  |  |  |
|                           |                      | 25. Service functions in special environments          | In special environments, such as basements, elevators, and other areas with poor reception, users are able to access services.  |  |  |  |  |
|                           | (III-1). Punctuality | 26. Transaction time is predictable                    | Users can predict transaction time in application stores.   |  |  |  |  |
|                           |                      | 27. Speed of transaction information delivery          | Transaction information delivery speed in application stores is rapid, and reduces users' waiting time.   |  |  |  |  |
| (III). Outcome quality    |                      | 28. Importance of immediate responses                  | Service providers recognize the importance of immediate responses for users.  |  |  |  |  |
|                           | (III-2). Tangibles   | 29. Provides feedback after completing transactions    | Feedback after completing transaction is provided by application stores, and includes the details of the transaction and payment.   |  |  |  |  |
|                           |                      | 30. Immediate notification of successful transaction   | Rapid notification of successful transactions and downloading results in application stores.  |  |  |  |  |

Table 1. Contd.

| 31. Provide customized verification  | After completing the transaction, service providers can provide customized with result verification for users (all transaction information, including transaction history, verification of use, etc.) |
|--|---|
| 32. Positive experience of use   | After application store completes services, users have the perception of a positive experience (entertainment, recreation, information provision, etc.)   |
| 33. Provide positive use experience  | I believe that application stores can provide positive use experiences for users.   |
| 34. Recognize experience types required by users   | I believe that application stores recognize experience types required by users.   |
| age 35. Brand reputation of service providers 36. Service reputation of application stores | Service providers' brands are well-known to users.  Application stores' services are well-known to users.   |
|  | 32. Positive experience of use  33. Provide positive use experience  34. Recognize experience types required by users  age 35. Brand reputation of service providers                                  |

Source: The authors modified the study of Lu et al (2009).

Step 3: Set up the threshold values (TVs). In this paper, the TV of importance (i.e. first TV) and the TV of satisfaction (i.e. second TV) of all questionnaires are calculated by the arithmetic mean of all m service quality attributes (Hollenhorst et al., 1992; Lu and Wu, 2010). That is, the first and second TVs are  $\mu_b = \sum_{k=0}^{\infty} b_j / m$  and

$$\mu_{c} = \sum_{j=1}^{m} c_{j} \bigg/ m$$
 , respectively.

Step 4: Skeletonize the relative position of all service quality attributes as shown in Figure 1. The figure is plotted in a two-dimensional matrix, which is composed by 'keep up the good work' (in quadrant 1), 'concentrate here' (in quadrant 2), 'low priority' (in quadrant 3), and 'possible overkill' (in quadrant 4). That is:

i. The quadrant 1 represents the importance and

satisfaction values are relative higher than first and second TVs; that means the service quality attributes in this quadrant zone should be 'kept up the good work.' The setting up standard of this zone is  $b_i \geq \mu_b$  and  $c_i \geq \mu_c$ , respectively.

tively. This zone of quadrant 1 is the place of competitive advantage for service providers.

ii. The quadrant 2 represents the importance value is higher than first TV, but the satisfaction value is lower than second TV; that means the service quality attributes in this quadrant zone should be 'concentrated here.' The set up standard of this zone is  $b_i > \mu_b$  and  $c_i < \mu_c$ , respectively.

iii. The quadrant 3 represents the importance and satisfaction values are lower than first and second TVs; that means the service quality attributes in this quadrant zone is 'low priority.' The set up standard of this zone is  $b_i < \mu_b$  and  $c_i < \mu_c$ , respectively.

iv. The quadrant 4 represents the importance value is lower than first TV, but the satisfaction value is higher than second TV; that means the service quality attributes in this quadrant zone is 'possible overkill.' The set up standard of this zone is  $b_i < \mu_b$  and  $c_i > \mu_c$ , respectively. Some

resources of this zone can be transferred to the improved place for service providers.

Step 5: Acquisition of voice of customer (VOC) aims to calculate the weights of customer demands. Based on the views of Wu et al. (2008) study, the gap between the importance and satisfaction values of the  $j^{\rm th}$  service quality attribute is multiplied by the importance value of the  $j^{\rm th}$  service quality attribute. Then, we can obtain the original weights for the  $j^{\rm th}$  service quality attribute. For being convenience to analyze, the original weights can be normalized to obtain the standardized weights of all service quality attributes. The ranking order of improvement of service quality attributes in application stores can be determined. That is, the original weight of the  $j^{\rm th}$  service quality attribute is  $OW_i = (b_i - c_i) \times b_i$ , the

standardized weight is 
$$SW_j = \frac{OW_j}{\displaystyle\sum_{i=1}^{m} OW_j}$$
 , where

$$0 \le SW_j \le 1, \ \sum SW_j = 1.$$

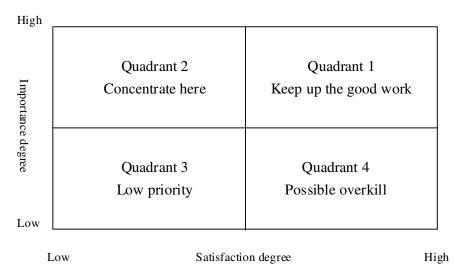


Figure 1. The importance-performance matrix.

### Questionnaire design and survey

In order to examine whether the attributes of service quality are valued by mobile communication users, and

whether they are factors that require improvement; the questionnaire content aims to evaluate the importance and relative satisfaction of the thirty-six attributes of service quality, as shown in Table 1. The questionnaire of this study was based on a Likert 7-point scale, ranging from 1 for "very unimportant" (strongly dissatisfied) to 7 for "very important" (strongly satisfied).

Regarding the reliability analysis of the questionnaire, Cronbach's  $\alpha$  of service quality attributes was 0.82, indicating good consistency of the questionnaire. As to validity analysis, the items in the questionnaire were based on Lu et al. (2009) and expert opinions; thus, the questionnaire content had a certain degree of content validity. The total score was subtracted by the score of individual items, the new total-item correlation coefficient was 0.3, which was significant and indicated good construct validity. Since the correlation coefficients of items in this questionnaire were 0.53-0.82, they were significant and indicated good construct validity.

The questionnaire survey was carried out from August to September in 2010. In order to increase the return rate and representativeness of the questionnaire, the subjects were taken from several mobile communication companies and users of mobile application stores. A total of 152 questionnaires were distributed, and 133 effective samples were returned, for a valid return rate of 87.5%. Basic information in questionnaire survey is reorganized in Table 2.

## **RESULTS**

The statistics in Table 2 are indicative of the following:

- i. Males account for 57.9% and females 42.1%;
- ii. Most participants are 25-29 years old (37.6%), and 26.3% are 30-34 years old;
- iii. Most graduated from college or university (65.4%);
- iv. Most are employed in private company (67.7%), followed by teachers and students (21.8%);
- v. Most have an average monthly income of NTD 30,000-

50,000 (about US\$ 970-1,610) (55.6%);

vi. 18.8% have experience with application stores for more than one year; 17.3% have 7-12 months experience, 25.6% have 4-6 months experience, 19.5% have 1-3 months experience, and 18.8% have less than one month experience.

vii. 53.4% use Chunghwa Telecom, 22.6% use Taiwan Mobile, and 20.3% use FET net; the total number users of these three major companies accounts for 96.2%.

### The IPA results and findings

According to the Step 3 of the IPA approach, the first TV of service quality attributes was 5.736, and the second TV was 4.814 in this study. According to the steps of the IPA approach and empirical questionnaire surveys, the findings indicate that among the thirty-six service quality attributes, twelve service quality attributes were in Quadrant 2 (i.e. concentrate here), while eleven service quality attributes were in quadrant 3 (that is, low priority). As to service quality items, nine service quality attributes were in quadrant 1 (that is, keep up the good work), and four service quality attributes were in quadrant 4 (that is, possible overkill). The analytical results and processes are as shown in Table 3. The relative positions of these service quality attributes are as shown in Figure 2.

According to the Table 3, the service quality item with the highest mean of importance was 6.275, that is, stable network connection service (code 13); while the lowest mean of importance was 5.032, that is, selection of different languages (code 21). The highest mean of satisfaction was 5.116, that is, friendly service attitude (code 1); while the lowest was 4.541, that is, service functions in special environments (code 25):

i. Items in Quadrant 1 (keep up the good work) include

Table 2. Descriptive statistics data.

| Measure  | Option                       | Frequency | Percentage   |
|--|------------------------------|-----------|--|
| Gender   | Male                         | 77        | 57.9   |
| Gender   | Female                       | 56        | 57.9<br>42.1<br>1.5<br>18.0<br>37.6<br>26.3<br>9.8<br>6.8<br>27.1<br>65.4<br>7.5<br>67.7<br>3.8<br>4.5<br>17.3<br>6.8<br>9.8<br>8.3<br>7.5<br>55.6<br>18.8   |
|  | <18                          | 2         | 1.5  |
|  | 18-24                        | 24        | 18.0   |
| A  | 25-29                        | 50        | 37.6   |
| Age  | 30-34                        | 35        | 26.3   |
|  | 35-40                        | 13        | 57.9<br>42.1<br>1.5<br>18.0<br>37.6<br>26.3<br>9.8<br>6.8<br>27.1<br>65.4<br>7.5<br>67.7<br>3.8<br>4.5<br>17.3<br>6.8<br>9.8<br>8.3<br>7.5<br>55.6<br>18.8<br>18.8<br>19.5<br>25.6<br>17.3<br>18.8 |
|  | >40                          | 9         |  |
|  | Master degree or higher      | 36        | 27.1   |
| Education  | Bachelor or associate degree | 87        | 57.9<br>42.1<br>1.5<br>18.0<br>37.6<br>26.3<br>9.8<br>6.8<br>27.1<br>65.4<br>7.5<br>67.7<br>3.8<br>4.5<br>17.3<br>6.8<br>9.8<br>8.3<br>7.5<br>55.6<br>18.8<br>19.5<br>25.6<br>17.3<br>18.8         |
|  | High school or lower         | 10        | 7.5  |
|  | Private company              | 90        | 67.7   |
|  | Government                   | 5         | 3.8  |
| Occupation   | Teacher                      | 6         | 4.5  |
|  | Student                      | 23        | 17.3   |
|  | Others                       | 9         | 6.8  |
|  | <10,000                      | 13        | 9.8  |
| Manadali da a ana                                      | 10,000-20,000                | 11        | 8.3  |
| Monthly income   | 20,000-30,000                | 10        | 7.5  |
| (New Taiwan Dollars, NTD)                              | 30,000-50,000                | 74        | 55.6   |
|  | >50,000                      | 25        | 18.8   |
|  | <1                           | 25        | 18.8   |
| Language continue manifolds and the satisfaction       | 1-3                          | 26        | 19.5   |
| Length using mobile application stores service (month) | 4-6                          | 34        | 25.6   |
| Stores service (month)                                 | 7-12                         | 23        | 17.3   |
|  | >12                          | 25        | 37.6<br>26.3<br>9.8<br>6.8<br>27.1<br>65.4<br>7.5<br>67.7<br>3.8<br>4.5<br>17.3<br>6.8<br>9.8<br>8.3<br>7.5<br>55.6<br>18.8<br>19.5<br>25.6<br>17.3<br>18.8  |
|  | Chunghwa Telecom             | 71        | 53.4   |
| Mobile network energies                                | Taiwan mobile                | 30        | 22.6   |
| Mobile network operator                                | FET net                      | 27        | 20.3   |
|  | Others                       | 5         | 3.8  |

'friendly service attitude (code 1)', assist customer with use (code 2),' 'stable network connection service (code 13),' 'provide precise connection signal (code 14),' importance of communication network for users (code 15),' 'mobile phone devices allow successful transactions (code 16),' 'immediate response of mobile phone device (code 17),' 'satisfy users' communication needs (code 23),' and 'immediate notification of successful transaction (code 30).' These nine items have a high degree of importance and performance suggested by mobile communication users, as they are the advantages of service providers' and key points in future development,

and thus, should be maintained.

ii. Items in quadrant 2 (concentrate here) include 'recognize users' needs (code 3),' 'competent professionalism during service (code 4),' 'answers questions rapidly (code 5),' 'sincerity in responses to users' questions (code 7),' 'cope with problems or complaints (code 8),' 'the importance of solving users' problems (code 9),' 'provision of reliable information (code 10),' 'provide the application information required by users (code 12),' 'importance of interface design for users (code 22),' 'importance of immediate responses (code 28),' 'positive experience of use (code 32),' and provide positive use experience

**Table 3.** The service quality attributes and the IPA analytical results.

| Code | Comice quality attails uto                            | Geome      | Analytical result |                   |  |
|------|---|------------|-------------------|-------------------|--|
|      | Service quality attribute                             | Importance | Performance       | Analytical result |  |
| 1    | Friendly service attitude                             | 5.910      | 5.116             | Quadrant 1        |  |
| 2    | Assist customer with use                              | 5.882      | 4.973             | Quadrant 1        |  |
| 3    | Recognize users' needs                                | 5.952      | 4.782             | Quadrant 2        |  |
| 4    | Competent professionalism during service              | 5.753      | 4.733             | Quadrant 2        |  |
| 5    | Answers questions rapidly                             | 5.898      | 4.693             | Quadrant 2        |  |
| 6    | Satisfy users' demands for applications               | 5.591      | 4.568             | Quadrant 3        |  |
| 7    | Sincerity in responses to users' questions            | 6.000      | 4.634             | Quadrant 2        |  |
| 8    | Cope with problems or complaints                      | 5.753      | 4.741             | Quadrant 2        |  |
| 9    | The importance of solving users' problems             | 5.818      | 4.647             | Quadrant 2        |  |
| 10   | Provision of reliable information                     | 5.909      | 4.749             | Quadrant 2        |  |
| 11   | Provide defined service time                          | 5.584      | 4.808             | Quadrant 3        |  |
| 12   | Provide the application information required by users | 5.866      | 4.805             | Quadrant 2        |  |
| 13   | Stable network connection service                     | 6.275      | 4.902             | Quadrant 1        |  |
| 14   | Provide precise connection signal                     | 6.267      | 5.038             | Quadrant 1        |  |
| 15   | Importance of communication network for users         | 6.019      | 5.103             | Quadrant 1        |  |
| 16   | Mobile phone devices allow successful transactions    | 5.827      | 5.007             | Quadrant 1        |  |
| 17   | Immediate response of mobile phone device             | 5.911      | 4.958             | Quadrant 1        |  |
| 18   | Ability to provide consistent services                | 5.698      | 4.852             | Quadrant 4        |  |
| 19   | Impressive interface design                           | 5.527      | 4.739             | Quadrant 3        |  |
| 20   | Satisfy users' demands in interfaces                  | 5.673      | 4.740             | Quadrant 3        |  |
| 21   | Selection of different languages                      | 5.032      | 4.742             | Quadrant 3        |  |
| 22   | Importance of interface design for users              | 5.920      | 4.661             | Quadrant 2        |  |
| 23   | Satisfy users' communication needs                    | 5.864      | 5.057             | Quadrant 1        |  |
| 24   | Need to use mobile phones in special environments.    | 5.478      | 4.611             | Quadrant 3        |  |
| 25   | Service functions in special environments             | 5.361      | 4.541             | Quadrant 3        |  |
| 26   | Transaction time is predictable                       | 5.580      | 4.739             | Quadrant 3        |  |
| 27   | Speed of transaction information delivery             | 5.661      | 4.692             | Quadrant 3        |  |
| 28   | Importance of immediate responses                     | 5.822      | 4.772             | Quadrant 2        |  |
| 29   | Provides feedback after completing transactions       | 5.598      | 4.892             | Quadrant 4        |  |
| 30   | Immediate notification of successful transaction      | 5.783      | 5.012             | Quadrant 1        |  |
| 31   | Provide customized verification                       | 5.448      | 4.694             | Quadrant 3        |  |
| 32   | Positive experience of use                            | 5.741      | 4.736             | Quadrant 2        |  |
| 33   | Provide positive use experience                       | 5.857      | 4.707             | Quadrant 2        |  |
| 34   | Recognize experience types required by users          | 5.730      | 4.771             | Quadrant 3        |  |
| 35   | Brand reputation of service providers                 | 5.230      | 4.998             | Quadrant 4        |  |
| 36   | Service reputation of application stores              | 5.264      | 5.109             | Quadrant 4        |  |
|      | Average   | 5.736      | 4.814             |                   |  |

'provide positive use experience (code 33)', meaning that mobile communication users value the importance of these twelve items above all other items. However, service quality in application stores cannot satisfy mobile communication users and should be improved immediately.

iii. Items in Quadrant 3 (low priority) include 'satisfy users' demands for applications (code 6),' 'provide defined service time (code 11),' 'impressive interface design (code 19),' 'satisfy users' demands in interfaces (code 20),' 'selection of different languages (code 21),' 'need to

use mobile phones in special environments (code 24), 'service functions in special environments (code 25), 'transaction time is predictable (code 26), 'speed of transaction information delivery (code 27), 'provide customized verification (code 31), and 'recognize experience types required by users (code 34). For mobile communication users, importance and performance of these items are lower than other items, and service providers should consider modifying them in the future in order to enhance users' satisfaction.

iv. Items in Quadrant 4 (possible overkill) include 'ability

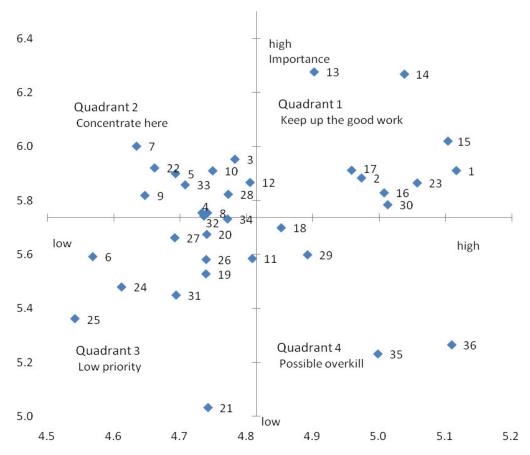


Figure 2. Point figure of service quality attributes.

to provide consistent services (code 18), 'provides feedback after completing transactions (code 29), 'brand reputation of service providers (code 35), and 'service reputation of application stores (code 36), meaning that mobile communication users consider the importance of these four items as lower. However, service quality of application stores is high; thus, this item can satisfy mobile communication users' needs without being overly emphasized.

v. In addition, the weights of customer demands can be obtained by step 5 of the IPA approach, acquisition of VOC. The analytical processes and results are as shown in Table 4. The VOC should be valued, and the top twelve service quality attributes that should be improved are as follows: 'sincerity in responses to users' questions (code 7), 'importance of interface design for users (code 22),' 'answers questions rapidly (code 5),' 'recognize users' needs (code 3),' 'provision of reliable information (code 10), 'the importance of solving users' problems (code 9),' 'provide positive use experience (code 33),' 'provide the application information required by users (code 12)', 'importance of immediate responses (code 28), 'competent professionalism during service (code 4),' 'cope with problems or complaints (code 8),' and 'positive experience of use (code 32).'

### **Conclusions**

This study applied the concept of the IPA approach proposed by Martilla & James (1977), in order to investigate and generalize the service quality attributes of application stores that are valued by mobile communication users. In order to identify the key attributes of service quality requiring improvements, this study constructed a feasible strategy to achieve positive service quality of application stores and set the priorities. Based on the results of the questionnaire survey, some important findings are made.

Firstly, a list of thirty-six service quality attributes is summarized to measure the service quality of mobile applications stores in Taiwan.

Secondly, the IPA approach, in conjunction with questionnaires, is performed to screen the aforementioned thirtysix service quality attributes with the first TV of 5.736 and second TV of 4.814, respectively. Study results show that twelve service quality attributes were in quadrant 2, while eleven service quality attributes were in quadrant 3. As to service quality items, nine service quality attributes were in quadrant 1, and four service quality attributes were in quadrant 4. Besides, the results on the importance and

**Table 4.** The VOC: standardized weights of customer demand.

| Codo | Coming available attailments                          | Importance |      | Performance |      | OW <sub>j</sub> | SW <sub>j</sub> | Rank |
|------|---|------------|------|-------------|------|-----------------|-----------------|------|
| Code | Service quality attribute                             |            | Rank | Mean        | Rank |                 |                 |      |
| 1    | Friendly service attitude                             | 5.910      | 8    | 5.116       | 1    | 4.692           | 0.0244          | 27   |
| 2    | Assist customer with use                              | 5.882      | 11   | 4.973       | 9    | 5.350           | 0.0278          | 20   |
| 3    | Recognize users' needs                                | 5.952      | 5    | 4.782       | 16   | 6.961           | 0.0362          | 6    |
| 4    | Competent professionalism during service              | 5.753      | 19   | 4.733       | 26   | 5.873           | 0.0305          | 12   |
| 5    | Answers questions rapidly                             | 5.898      | 10   | 4.693       | 29   | 7.110           | 0.0370          | 5    |
| 6    | Satisfy users' demands for applications               | 5.591      | 27   | 4.568       | 35   | 5.720           | 0.0297          | 15   |
| 7    | Sincerity in responses to users' questions            | 6.000      | 4    | 4.634       | 33   | 8.196           | 0.0426          | 2    |
| 8    | Cope with problems or complaints                      | 5.753      | 20   | 4.741       | 21   | 5.823           | 0.0303          | 13   |
| 9    | The importance of solving users' problems             | 5.818      | 17   | 4.647       | 32   | 6.813           | 0.0354          | 8    |
| 10   | Provision of reliable information                     | 5.909      | 9    | 4.749       | 19   | 6.854           | 0.0356          | 7    |
| 11   | Provide defined service time                          | 5.584      | 28   | 4.808       | 14   | 4.329           | 0.0225          | 31   |
| 12   | Provide the application information required by users | 5.866      | 12   | 4.805       | 15   | 6.221           | 0.0324          | 10   |
| 13   | Stable network connection service                     | 6.275      | 1    | 4.902       | 11   | 8.620           | 0.0448          | 1    |
| 14   | Provide precise connection signal                     | 6.267      | 2    | 5.038       | 5    | 7.705           | 0.0401          | 3    |
| 15   | Importance of communication network for users         | 6.019      | 3    | 5.103       | 3    | 5.512           | 0.0287          | 17   |
| 16   | Mobile phone devices allow successful transactions    | 5.827      | 15   | 5.007       | 7    | 4.780           | 0.0249          | 23   |
| 17   | Immediate response of mobile phone device             | 5.911      | 7    | 4.958       | 10   | 5.632           | 0.0293          | 16   |
| 18   | Ability to provide consistent services                | 5.698      | 23   | 4.852       | 13   | 4.819           | 0.0251          | 22   |
| 19   | Impressive interface design                           | 5.527      | 30   | 4.739       | 24   | 4.358           | 0.0227          | 30   |
| 20   | Satisfy users' demands in interfaces                  | 5.673      | 24   | 4.740       | 22   | 5.295           | 0.0275          | 21   |
| 21   | Selection of different languages                      | 5.032      | 36   | 4.742       | 20   | 1.458           | 0.0076          | 34   |
| 22   | Importance of interface design for users              | 5.920      | 6    | 4.661       | 31   | 7.448           | 0.0387          | 4    |
| 23   | Satisfy users' communication needs                    | 5.864      | 13   | 5.057       | 4    | 4.734           | 0.0246          | 25   |
| 24   | Need to use mobile phones in special environments.    | 5.478      | 31   | 4.611       | 34   | 4.749           | 0.0247          | 24   |
| 25   | Service functions in special environments             | 5.361      | 33   | 4.541       | 36   | 4.396           | 0.0229          | 29   |
| 26   | Transaction time is predictable                       | 5.580      | 29   | 4.739       | 23   | 4.694           | 0.0244          | 26   |
| 27   | Speed of transaction information delivery             | 5.661      | 25   | 4.692       | 30   | 5.486           | 0.0285          | 19   |
| 28   | Importance of immediate responses                     | 5.822      | 16   | 4.772       | 17   | 6.109           | 0.0318          | 11   |
| 29   | Provides feedback after completing transactions       | 5.598      | 26   | 4.892       | 12   | 3.952           | 0.0206          | 33   |
| 30   | Immediate notification of successful transaction      | 5.783      | 18   | 5.012       | 6    | 4.457           | 0.0232          | 28   |
| 31   | Provide customized verification                       | 5.448      | 32   | 4.694       | 28   | 4.112           | 0.0214          | 32   |
| 32   | Positive experience of use                            | 5.741      | 21   | 4.736       | 25   | 5.774           | 0.0300          | 14   |
| 33   | Provide positive use experience                       | 5.857      | 14   | 4.707       | 27   | 6.732           | 0.0350          | 9    |
| 34   | Recognize experience types required by users          | 5.730      | 22   | 4.771       | 18   | 5.497           | 0.0286          | 18   |
| 35   | Brand reputation of service providers                 | 5.230      | 35   | 4.998       | 8    | 1.218           | 0.0063          | 35   |
| 36   | Service reputation of application stores              | 5.264      | 34   | 5.109       | 2    | 0.816           | 0.0042          | 36   |

satisfaction of mobile communication users for service quality attributes were converted into standardized weights of customer needs (the VOC). The top twelve service quality attributes are suggested to improve.

Finally, the results suggested that mobile communication users value the service quality items of application stores; however, they are not satisfied. Thus, telecommunication companies of Taiwan should recognize the users' needs in applications in order to maintain competitiveness, provide application service content, and immediately respond to customers' questions online or via telephone. When users encounter problems with a

system or application, the companies can directly or indirectly solve their problems, address their complaints, and respond to and solve their problems. Application stores should provide reliable and well-explained information needed by the users.

In addition, telecommunication companies should recognize the importance of interface design and immediate response, which could influence users' use and operation of service. Moreover, application stores should provide users with positive entertainment recreation and information use experience in order to ensure positive experiences are perceived by mobile communication users.

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