The Impact of Online Ordering Platform Attributes on Customer Ordering Behavior and Online Sales Performance

A Case Study of PT. XYZ's Owned Online Ordering Channels (App / Website)

THESIS

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A THESIS

Submitted in partial fulfillment of the requirements for the degree of Master of Business Administration

CERTIFICATE OF APPROVAL

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We hereby declare that this Thesis is from the student's own work, has been read and presented to Institut IPMI Board of Examiners, and has been accepted as part of the requirements needed to obtain a Master of Business Administration Degree and has been found to be satisfactory.

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NON-PLAGIARISM DECLARATION FORM

This Thesis is a presentation of my original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgment of collaborative research and discussions. Also, this work is being submitted in partial fulfillment of the requirements for the Master of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 05 August 2026

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LIST OF ABBREVIATIONS

EoU	Ease of Use
IQ	Information Quality
PPA	Promotion and Price Attractiveness
SR	System Reliability
COB	Customer Ordering Behavior
OSP	Online Sales Performance
PLS-SEM	Partial Least Squares Structural Equation Modeling
IPMA	Importance-Performance Map Analysis
AVE	Average Variance Extracted
CR	Composite Reliability
HTMT	Heterotrait-Monotrait Ratio
VIF	Variance Inflation Factor
R^2	Coefficient of Determination
f^2	Effect Size
Q^2	Predictive Relevance (Stone-Geisser)
IS	Information Systems (Success Model)
TAM	Technology Acceptance Model
GMV	Gross Merchandise Value

ABSTRACT

Indonesia's food delivery market has grown considerably in recent years. For F&B brands like PT. XYZ, this growth raises a practical question: how much does it matter which channel customers order through? Although aggregator platforms increase volume, they have commission fees, restrict pricing freedom, and provide businesses with limited access to consumer data. Better profits and direct relationships are possible with the owned platform, which is the brand's own website and app, but only if consumers choose to use it. Four platform attributes were examined: Ease of Use, Information Quality, Promotion and Price Attractiveness, and System Reliability. A structured survey was administered to 200 valid respondents who had placed at least one order through PT. XYZ's own app or website in the six months prior to data collection. PLS-SEM, mediation analysis, and Importance-Performance Map Analysis (IPMA) were utilized to analyze data, with Customer Ordering Behavior serving as the mediating construct. The only attribute with a statistically significant direct effect on Customer Ordering Behavior, which was Promotion and Price Attractiveness ($p = 0.000$) was found to have the highest influence. The Ease of Use, Information Quality, and System Reliability were all positive outcomes, but none met the 5% significance threshold. This implies that these attributes may serve as predetermined standards for use in today's digital ordering environment. Online Sales Performance was significantly impacted by Customer Ordering Behavior ($p = 0.000$) with significant differences (= 0,66; $p > 0.00$). Promotion and Price Attractiveness linkage to Online Sales Performance via Customer Ordering Behavior was the only pathway supported in the mediation analysis. IPMA rated Promotion and Price Attractiveness as the highest scoring managerial priority, with the lowest performance score (78.337) but the most important score for platform attributes under investigation: importance (0.353). The evidence-based platform improvement roadmap for PT. XYZ's owned channel is presented in the study.

Keywords: online ordering platform, platform attributes, customer ordering behavior, online sales performance, PLS-SEM, IPMA, PT. XYZ

CHAPTER I

INTRODUCTION

1.1 Background

The market for food delivery in Indonesia is thriving. The country's online food delivery GMV grew from US$4.6 billion in 2023 to USdollar6.4 billion by 2025, as per Momentum Works estimates. According to the USDA Foreign Agricultural Service (2025), spending on online food and beverage in 2024 reached US$129 billion, with the food delivery sector contributing US $5.4 billion. A significant portion of the increase can be attributed to aggregator platforms, rather than brand-owned channels.

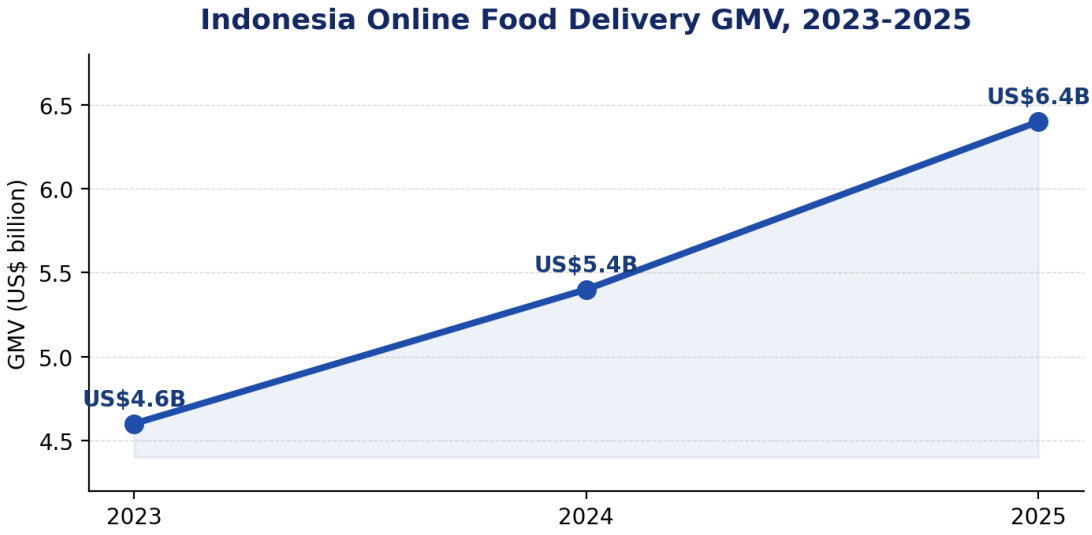

Figure 1. Indonesia online food delivery GMV, 2023-2025.

Source: Momentum Works estimates reported by Databoks (2026).

Within the local F&B sector, KFC Indonesia's owned app KFCku, contributed 25% of company sales in 2025, with transactions growing 27% and total app downloads increasing 34% year-on-year (PT Fast Food Indonesia Tbk, 2025). This benchmark shows that a well-managed direct ordering channel can become a significant revenue stream for a branded F&B operator.

For PT. XYZ, internal data processed by the author (2025) show that online channels already contribute substantially to net sales, but the owned online channel remains comparatively modest. Aggregator platforms account for 37.3% of net sales, while the owned channel contributes only 16.3%. This gap creates both a margin problem, aggregator commissions reduce per-transaction

revenue and a data problem, as customer behavioral data stays with the aggregator rather than the brand.

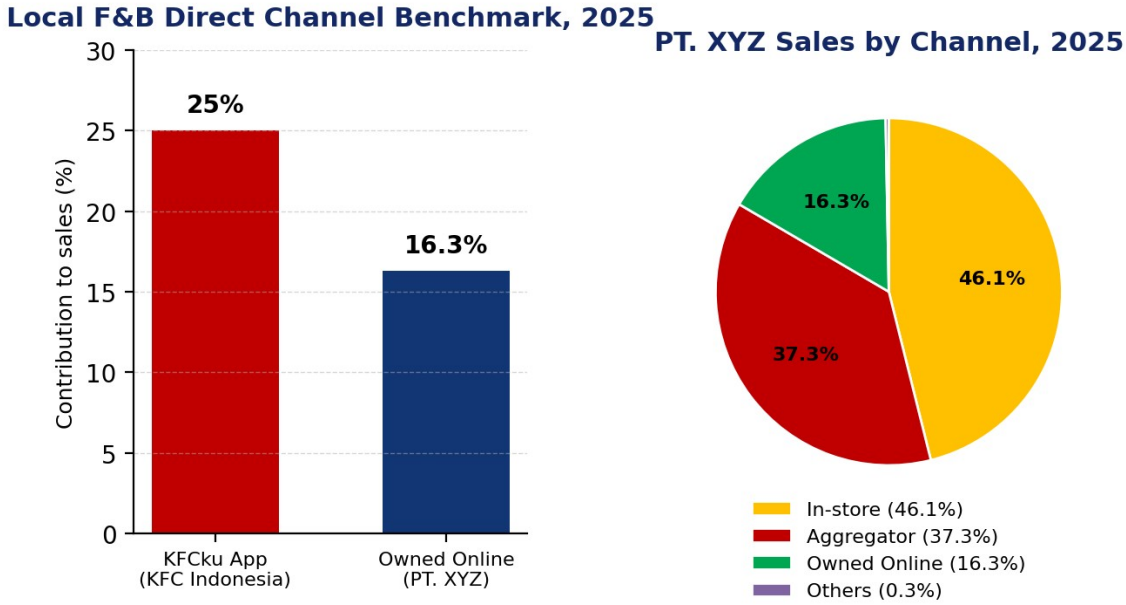

Figure 2. shows the PT. XYZ sales mix by channel and the local F&B direct channel benchmark for 2025.

Source: PT Fast Food Indonesia Tbk Annual Report 2025; PT. XYZ internal sales data processed by author (2025).

PT. XYZ operates in a market where aggregator platforms dominate digital food orders. While aggregators deliver customer reach, they also extract commission on every transaction, restrict pricing flexibility, and limit the brand's access to direct customer data and relationship management. Strengthening the owned online ordering platform offers a route to better margin control, direct customer engagement, and first-party data ownership. What remains unclear, however, is which platform attributes would most effectively shift customer behavior toward the owned channel.

This study examines which attributes of PT. XYZ's ordering platform most strongly influence Customer Ordering Behavior, and whether that behavior drives Online Sales Performance. The aim is to provide PT. XYZ with evidence-based guidance on where to direct its platform investment.

1.2 Problem Statement

Despite growth in Indonesia's digital foodservice market, PT. XYZ's online channel has outpaced by food-aggregator sales. Management faces a clear challenge: understanding which online platform attributes can strengthen customer ordering behavior, and how that behavioral change translates into online sales performance.

1. Whether perceived ease of use significantly influences the customer ordering behavior on PT. XYZ's platform remains untested.
2. The extent to which information quality affects customer ordering behavior in this context is also uncertain.
3. Whether promotion and price attractiveness drive customer ordering behavior through the owned channel has not been established.
4. The role of system reliability in shaping customer ordering behavior on PT. XYZ's platform needs to be determined.
5. Whether customer ordering behavior translates into stronger online sales performance is an open empirical question.
6. Finally, the mediating role of customer ordering behavior in the relationship between platform attributes and online sales performance has not been examined in this specific context.

1.3 Research Questions

This study addresses the following research questions:

RQ1: To what extent does perceived ease of use influence customer ordering behavior?

RQ2: What is the effect of information quality on customer ordering behavior?

RQ3: How significantly does promotion and price attractiveness affect customer ordering behavior?

RQ4: In what way does system reliability influence customer ordering behavior?

RQ5: To what extent does customer ordering behavior contribute to online sales performance?

RQ6: What mediating role does customer ordering behavior play in the relationship between online ordering platform attributes and online sales performance?

1.4 Research Objectives

This study aims to examine how online ordering platform attributes influence Customer Ordering Behavior and how Customer Ordering Behavior contributes to Online Sales Performance in the context of PT. XYZ's owned ordering channels. The specific objectives are as follows:

1. To examine the influence of perceived ease of use on customer ordering behavior.

2. To analyze the effect of information quality on customer ordering behavior.
3. To analyze the effect of promotion and price attractiveness on customer ordering behavior.
4. To analyze the effect of system reliability on customer ordering behavior.
5. To analyze the effect of customer ordering behavior on online sales performance.
6. To test whether customer ordering behavior mediates the relationship between online ordering platform attributes and online sales performance.

1.5 Contribution to Prior Research

Existing research on online ordering and food delivery platforms tends to focus on technology acceptance, usage intention, or customer satisfaction. These studies explain whether customers adopt a platform, but they do not address which specific attributes that drive repeat ordering through a brand-owned channel, or whether that ordering behavior leads to measurable sales outcomes. This study addresses that gap by integrating platform attributes, Customer Ordering Behavior, and Online Sales Performance in a single model, and by using IPMA to translate findings into actionable improvement priorities.

1.6 Scope and Limitations

This study focuses on PT. XYZ's brand-owned online ordering channels the mobile application and website and does not include third-party aggregator platforms. The unit of analysis is individual customers who have placed at least one order through PT. XYZ's owned platform within the previous six months. Findings are primarily applicable to branded F&B operators managing their own digital ordering channels in Indonesia.

1.7 Thesis Structure

This thesis is organized into five chapters. Chapter 1 presents the research background, problem statement, research questions, objectives, scope, and contribution to prior research. Chapter 2 reviews the theoretical foundations, defines the study variables, develops the hypotheses, and presents the research framework including the bridge from PLS-SEM to IPMA. Chapter 3 describes the research methodology, covering research design, sampling, data collection, measurement variables, and data analysis procedures. Chapter 4 presents the empirical results and

discusses the findings. Chapter 5 provides conclusions, contributions, managerial implications, limitations, and recommendations for future research.

CHAPTER II
LITERATURE REVIEW

2.1 Theoretical Foundations

This study examines how customer perceptions of PT. XYZ's owned ordering platform shape their ordering behavior and, ultimately, online sales performance. The theoretical framework draws on five complementary perspectives that together explain the platform-customer relationship across its key dimensions.

The Technology Acceptance Model (TAM; Davis, 1989), extended with user experience (UX) and human-centred design perspectives (Hassenzahl & Tractinsky, 2006; ISO, 2019), explains how perceived ease of use reduces transaction friction and encourages repeat ordering. Ease of use in the context of online food ordering refers to elements that affect whether or not customers can complete an order with little mental strain, such as product findability, checkout simplicity, and navigation clarity. The IS Success Model (DeLone & McLean, 1992; 2003) adds the information dimension: accurate, thorough, and comprehensible information on menus, prices, promotions, and order summaries reduces pre-payment uncertainty and promotes confident ordering decisions.

The IS Success Model (DeLone & McLean, 1992; 2003) states that the quality of information a system offers directly affects user engagement. Aspects of information quality for online ordering systems that assist consumers in making judgments prior to making a purchase include the accuracy and completeness of menu items, price, promotion terms, delivery fees, and order confirmations.

Perceived value theory explains how price attractiveness and promotions affect ordering behavior (Zeithaml, 1988; Kotler et al., 2021). When assessing a purchase, consumers weigh perceived benefits against perceived sacrifices. Customers are encouraged to place direct orders through PT. XYZ's channel when the owned platform offers special deals or attractive pricing that aggregators cannot match.

The trust and dependability views emphasize how crucial system stability is in lowering perceived transaction risk (Gefen et al., 2003; McKnight & al., 2002). The ordering process turns into a high-stakes game at the checkout and payment points, where the platform's shortcomings erode

customers' trust and make them less likely to place repeat orders. Consistent performance guarantees the preservation of system trust and the encouragement of recurring ordering behavior.

The behavior-performance link connects customer behavior to business outcomes (Anderson & Srinivasan, 2003; Reichheld & Sasser, 1990). Behavioral processes are used to produce measurable online sales success through channel selection, repeat orders, and continuous platform usage.

There are five complimentary theoretical views that cannot exist independently of the others. The link between transaction friction, choice confidence, promotion, pricing appeal, system dependability, perceived risk, and behavioral outcomes is an important consideration in the foregoing. In this study, they methodically defend the four chosen platform qualities and explain why Customer Ordering Behavior is regarded as the primary mediating factor in the research model.

Recent empirical research on online meal ordering is consistent with this integrated theoretical approach. Price sensitivity and promotional value have been found to play a significant role in consumer choices in digital food delivery businesses (Nivornusit et al., 2024). Customer engagement with food delivery apps is linked to behavioral outcomes including purchase intention and repurchase (Abbasi et al., 2024), and mobile food ordering experiences impact ongoing ordering behavior (Duy et al., 2025). The findings support the significance of the platform attributes examined in this study.

2.2 Variable Definitions

This study includes one mediating variable, one dependent variable, and four independent variables derived from the PT. XYZ’s owned platform. The definitions and measurements of each construct are explained in the following definitions.

2.2.1 Independent Variables: Online Ordering Platform Attributes

Perceived Ease of Use

Customer’s perceptions of the online ordering platform are known as perceived ease of use, or EoU. to be straightforward, if it is simple to use and intuitive throughout the ordering process. Based on TAM (Davis, 1989; Venkatesh & Davis, 2000) and UI/UX (Hassenzahl & Tractinsky, 2006; ISO, 2019) perspectives, EoU encompasses product findability, ease of navigation, checkout

process simplicity, and order placement trip. From a TAM standpoint, EoU reduces platform usage effort and transaction friction during the ordering process. EoU can be defined from a UI/UX standpoint as whether or not customers can easily navigate menus, locate products, personalize orders, and check out.

Information Quality

All information displayed on the PT. XYZ's online-platform, including menu items, prices, promotional terms, delivery fees, product availability, and order summaries, must be accurate, comprehensive, timely, and clear. This is known as information quality, or IQ. IQ directly affects user confidence and ordering decisions, according to the IS Success Model (DeLone & McLean, 1992; 2003). Customers must be given accurate and comprehensive information when placing an online order, particularly when they are considering product options, package discounts, time-limited promotions, and the final cost of the transaction before making a payment. Reducing ordering uncertainty and promoting confident purchasing decisions are the operational goals of IQ.

Promotion and Price Attractiveness

Promotion and Price Attractiveness (PPA) refers to consumer perceptions of how appealing, competitive, and appealing prices and promotions are. PPA is based on the perceived value theory (Zeithaml, 1988; Kotler et al., 2021), which determines whether or not customers see a distinct economic benefit using PT. XYZ's online channel in contrast to other ordering channels such as aggregators. Perceived utility of discounts, bundles, coupons, special app or website offers, and pricing transparency are all included in PPA. Whether the owned platform offers superior economic value that encourages customers to place more frequent orders is the crucial question.

System Reliability

The platform's capacity to function consistently, precisely, and securely throughout the whole ordering, checkout, and payment process is known as system reliability (SR). System stability, payment dependability, transaction accuracy, and data security are all part of SR, according to the trust and reliability perspectives in e-commerce (Gefen et al., 2003; McKnight et al., 2002). Customer confidence and inclination to reorder can rapidly decline if checkout or payment fails, which is why SR is crucial. SR's operational priorities include transaction risk reduction and platform reliability.

2.2.2 Mediating Variable: Customer Ordering Behavior

Customer's behavior when engaging with an online ordering platform represents in the Customer Ordering Behavior (COB) with the way a customer interacts with an online ordering platform, as seen by their continued usage of it, propensity to place repeat orders, and preference for placing orders through the owned channel. The platform-attribute perceptions (EoU, IQ, PPA, SR) and the downstream business outcome (OSP) are mediated by COB. COB is the IPMA target construct in this study because it is the most convincing customer level behavioral result for management priority and can be measured directly through the questionnaire (Ringle & Sarstedt, 2016).

2.2.3 Dependent Variable: Online Sales Performance

Online Sales Performance (OSP) is the sales target represented by users using the online ordering channels of PT. XYZ. OSP operationalized as the perceived performance proxy at the customer level reflected through perceived increase in purchase frequency, spending value, and preference to choose PT XYZ owned platform. This approach is consistent with the customer level unit of analysis because data were collected from customers rather than from internal transaction records. Thus, OSP is interpreted as perceived performance impact from the customer’s perspective. Future studies may test the findings using real transaction level data.

2.3 Research Hypotheses

The following hypotheses are build based on the theoretical foundations and proposed relationships between constructs.

H1: EoU has a positive effect on COB.

H2: IQ has a positive impact on COB.

H3: PPA affecting positive on COB.

H4: SR has a positive effect on COB.

H5: COB positively affects OSP.

H6: COB mediates the relationship between online ordering platform attributes (EoU, IQ, PPA, SR) and OSP.

2.4 Research Framework

The research framework proposes that customer perceptions of four key online ordering platform attributes: EoU, IQ, PPA, and SR shape COB (H1–H4), which in turn contributes to OSP (H5). Platform attributes are modeled as exogenous constructs that directly influence the mediating construct (COB), and COB is then modeled to influence the dependent construct (OSP).

In addition to the direct effects (H1–H5), the framework incorporates a mediation mechanism (H6), where the influence of platform attributes on OSP is transmitted through COB. This is consistent with the logic that stronger platform attributes encourage repeat ordering and platform preference, and that COB is the behavioral pathway through which platform quality ultimately drives online sales outcomes.

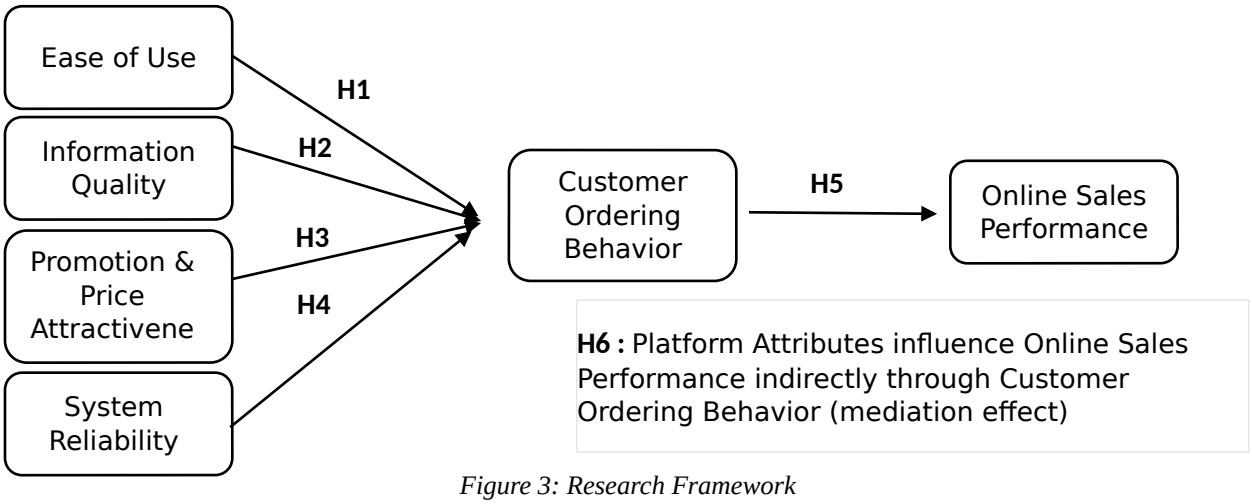

Figure 3: Research Framework

Source: Author (2025)

2.5 From PLS-SEM Results to Managerial Priorities: IPMA (Bridge)

PLS-SEM provides statistical evidence about which constructs significantly influence target outcomes. However, managers should not prioritize investments based solely on statistical relevance. If a construct is significant and functioning well, more resources won't have a significant impact. In order to overcome this, IPMA creates a quadrant map that directly influences decisions about resource allocation by fusing performance and importance.

The total effects of each construct on COB (the target construct), which are obtained from the PLS-SEM model, are used in IPMA to denote significance. The average latent variable scores, which are

usually rescaled to a 0–100 range, are used to indicate performance. The areas where improvement is anticipated to produce the biggest increase in the desired outcome are those with high importance and low performance.

This study uses COB as the IPMA target construct, consistent with the research design and unit of analysis. COB is directly captured through the customer questionnaire and represents the most defensible customer-level outcome for prioritization. OSP remains a downstream outcome within the structural model and is interpreted alongside the IPMA findings in the managerial implications.

The use of IPMA is justified because PLS-SEM alone which primarily uses path coefficients, total effects, R^2 values, and significance testing provides statistical but not managerial prioritization. According to Ringle and Sarstedt (2016), IPMA extends standard PLS-SEM results by incorporating construct performance, thereby providing deeper and more actionable managerial insight. Hair et al. (2022) similarly explain that integrating PLS-SEM with IPMA helps researchers move from model evaluation to practical management prioritization.

CHAPTER III
RESEARCH METHODOLOGY

3.1 Research Design

This study adopts a quantitative research approach to test hypotheses about the relationships between EoU, IQ, PPA, SR, COB, and OSP in the context of PT. XYZ's owned online ordering channels. The quantitative approach is appropriate because the study aims to measure customer perceptions using numerical indicators and evaluate the statistical relationships among constructs within an integrated model.

Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to analyze the research model. PLS-SEM supports both measurement model evaluation (construct validity and reliability) and structural model assessment (hypothesis testing), and is well-suited for prediction-oriented research with reflective constructs and mediation effects (Hair et al., 2019; Hair et al., 2022). IPMA was applied as a post-PLS-SEM procedure to translate statistical findings into practical managerial priorities.

3.2 Research Population and Sample

3.2.1 Population and Unit of Analysis

The study population consists of customers who have used PT. XYZ's owned online ordering platform (mobile application or website) to place orders. The unit of analysis is the individual customer who directly experiences the platform and can evaluate EoU, IQ, PPA, SR, and COB based on actual ordering usage.

3.2.2 Sampling Method and Criteria

A non-probability purposive sampling method was applied. Respondents were selected based on predefined criteria to ensure that the data collected reflect the perceptions of customers with relevant platform usage experience. The sampling criteria were: (1) respondents must have placed at least one order through PT. XYZ's owned platform, and (2) the order must have occurred within the last six months.

3.2.3 Sample Size

The minimum sample size was determined using both PLS-SEM guidelines and an a priori statistical power analysis. The reference for determining the minimal sample size was COB, the most complicated endogenous construct, which was predicted by four exogenous constructs (EoU, IQ, PPA, and SR). The minimum necessary sample size is roughly 85 responders when using G*Power with a linear multiple regression model, medium effect size ($f^2 = 0.15$), alpha level of 0.05, statistical power of 0.80, and four predictors. As a result, the final sample of 200 valid respondents surpasses the minimal criterion, enabling dependable IPMA performance ratings and stable PLS-SEM estimation.

3.3 Gathering and Measuring Data

3.3.1 Information Gathering

Customers that fit the sampling criteria were given a structured online questionnaire to complete in order to gather primary data. Customers' opinions of EoU, IQ, PPA, SR, COB, and perceived OSP via the owned platform were all intended to be included in the questionnaire. To guarantee item clarity and minimize ambiguity, a pilot test was carried out prior to complete distribution.

The questionnaire included the average spending per transaction as a respondent profile variable in addition to the fundamental PLS-SEM constructs. This variable gives more detail about the respondents' economic profile and acts as a stand-in for basket size. It was employed descriptively to determine whether the final sample represented clients with pertinent transaction values rather than as a structural predictor in the PLS-SEM model in PT. XYZ's owned ordering context.

3.3.2 Measurement Constructs and Scale

A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to measure each perception-based dimension. The independent variables (attributes of online ordering platforms) include EoU, IQ, PPA, and SR. The mediating construct is COB. Operationalized as a customer-level perceived performance proxy for the owned online channel, and OSP is the dependent variable.

In order to satisfy the IPMA procedure requirement, COB was chosen as the IPMA target construct. This accreditation guarantees that managerial priority is based on a construct that is consistent with the study's unit of analysis and is directly recorded through customer-level questionnaire responses.

3.4 Measurement Variables

Each construct's measurement indicators were taken from reputable literature and modified to suit the PT. XYZ online ordering context. The questionnaire includes multiple reflective items for each construct to ensure adequate construct validity and reliability. A pilot test was conducted before full-scale distribution.

Table 1. Measurement Variables with Indicators

Variable	Definition	Indicators (examples)	Source
Ease of Use	The degree to which the online ordering platform is perceived as easy to understand and use.	Easy to understand, easy to navigate, easy to complete orders	Davis (1989); Venkatesh & Davis (2000)
Information Quality	The quality of information provided on the platform in terms of accuracy and completeness.	Menu clarity, price information, order details	DeLone & McLean (2003)
Promotion & Price Attractiveness	Customers' perception of promotional offers and price value available on the platform.	Attractive promotions, competitive pricing, perceived value	Zeithaml (1988); Kotler & Keller (2021)
System Reliability	The platform's ability to perform consistently and securely during transactions.	System stability, payment reliability, security	Gefen et al. (2003); McKnight et al. (2002)
Customer Ordering Behavior *(Mediator)*	Customers' actual behavior in using the online ordering platform.	Ordering frequency, repeat ordering tendency, continued platform usage	Ajzen (1991); Anderson & Srinivasan (2003)
Online Sales Performance *(DV)*	Performance outcomes of the online sales channel.	Online sales volume, contribution to total sales, perceived increase in purchase amount/value via owned platform	Farris et al. (2010); Kotler & Keller (2021)

Source: Adapted from cited literature and adjusted by the author (2026).

3.5 Data Analysis

Data analysis was conducted sequentially: descriptive statistics, followed by PLS-SEM covering both measurement and structural model assessment (including mediation analysis), and then IPMA (importance-performance prioritization) with COB as the target construct.

3.5.1 Descriptive Statistics

Descriptive statistics were used to summarize respondent demographics and profile variables, as well as to provide an overview of key response patterns such as ordering frequency and platform usage recency. This step ensured a clear understanding of sample characteristics before hypothesis testing.

3.5.2 PLS-SEM Procedure

PLS-SEM analysis was conducted in two main stages: (1) assessment of the measurement model, and (2) assessment of the structural model.

1. **Measurement Model Assessment**

   The measurement model was evaluated to confirm that the indicators reliably and validly measure their intended constructs. Reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). Convergent validity was evaluated using Average Variance Extracted (AVE) and indicator outer loadings. Discriminant validity was assessed using the Heterotrait-Monotrait ratio (HTMT). Collinearity diagnostics (VIF) were also conducted. (Cronbach, 1951; Hair et al., 2019; Fornell & Larcker, 1981; Henseler et al., 2015)

2. **Structural Model Assessment**

   After the measurement model met the required validity and reliability criteria, the structural model was evaluated to test H1–H5. The assessment included examining path coefficients (β) and their significance using bootstrapping (5,000 sub-samples), evaluating R^2 values for endogenous constructs, considering f^2 effect sizes, and assessing predictive relevance (Q^2). (Hair et al., 2019; Cohen, 1988; Stone, 1974)

3. **Mediation Assessment**

   To test H6, mediation analysis was performed by evaluating the significance of indirect effects (EoU, IQ, PPA, SR → COB → OSP) using bootstrapping procedures. The results indicate whether COB mediates the relationship between each platform attribute and OSP.

The key output from PLS-SEM used in IPMA is the total effect of each platform attribute (EoU, IQ, PPA, SR) on COB.

3.5.3 Importance-Performance Map Analysis (IPMA)

Following the PLS-SEM estimation, Importance-Performance Map Analysis (IPMA) was conducted to translate statistical findings into practical improvement priorities for PT. XYZ. (Ringle & Sarstedt, 2016; Hair et al., 2019)

- **Importance: derived from total effects on COB from the PLS-SEM model.**
- **Performance: derived from average latent variable scores, typically rescaled to a 0–100 range.**

In line with the research design and unit of analysis, COB served as the IPMA target construct. Results were interpreted using a quadrant map that classifies constructs into four groups based on their importance and performance levels.

1. **High Importance – Low Performance:** top priority for improvement
2. **High Importance – High Performance:** maintain and strengthen
3. **Low Importance – High Performance:** avoid over-investment
4. **Low Importance – Low Performance:** lower priority

IPMA was conducted at the construct level to identify which platform attribute constructs (EoU, IQ, PPA, SR) should be prioritized overall. The output includes an importance-performance map and a ranked list of priority constructs. Indicator-level IPMA is recommended for future research to provide more granular action priorities.

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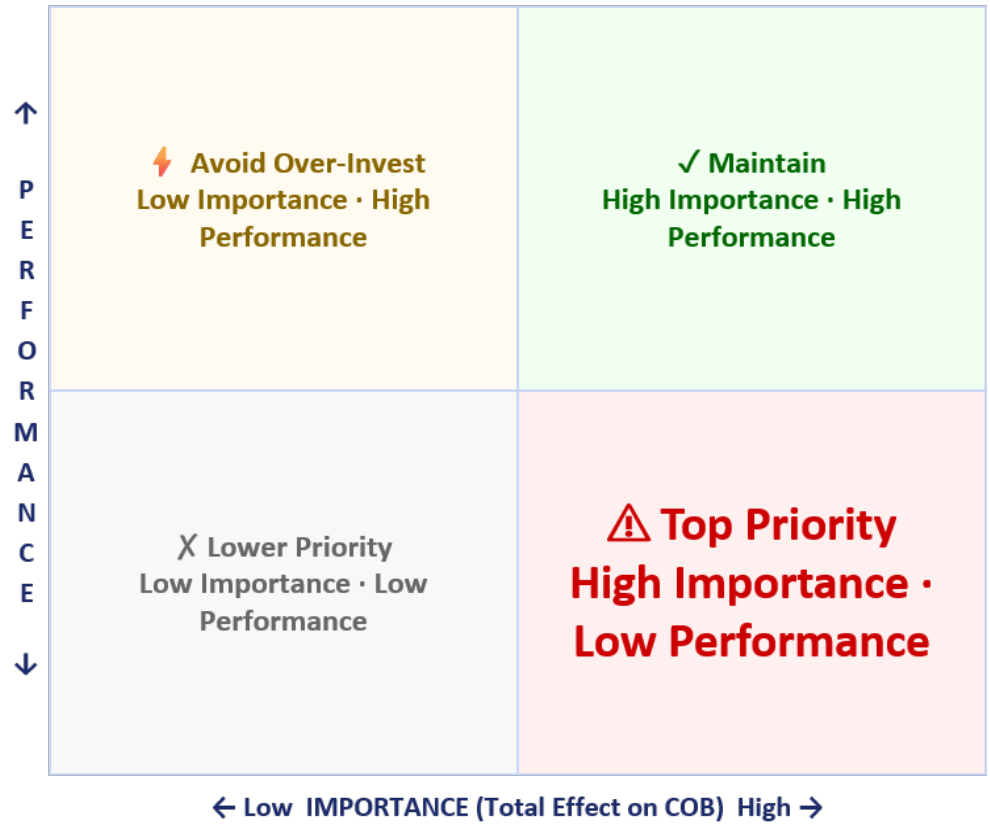

Figure 4: IPMA Quadrant Map

Source: Author's illustration, adapted from Ringle & Sarstedt (2016).

CHAPTER IV
RESULTS AND DISCUSSION

This chapter presents the empirical findings of the study. The analysis is organized into descriptive statistics, measurement model evaluation, structural model evaluation, hypothesis testing, mediation analysis, IPMA, and discussion of findings. The findings are discussed in relation to the theoretical foundations developed in Chapter II.

The customer-facing survey referred to the company by its actual brand name Pizza Hut Indonesia to ensure that respondents clearly understood which platform was being evaluated. For confidentiality purposes, this thesis refers to the company as PT. XYZ. The final analysis uses 200 valid respondents who had experience using PT. XYZ's owned online ordering channels.

4.1 Respondent Profile and Final Sample

The unit of analysis is the individual customer who has used PT. XYZ's owned online ordering platform. The survey initially collected 339 responses. After data cleaning and validation, 200 valid responses were retained for PLS-SEM analysis. The respondent profile of the final valid sample is summarized in Table 2.

Table 2. Respondent Profile of Final Valid Respondents (n = 200)

Profile Dimension	Category	Frequency	Percentage
Age	18–24 tahun	34	17.0%
Age	25–34 tahun	71	35.5%
Age	35–44 tahun	64	32.0%
Age	45–54 tahun	25	12.5%
Age	> 54 tahun	6	3.0%
Gender	Laki-laki	80	40.0%
Gender	Perempuan	117	58.5%
Gender	Memilih tidak menjawab	3	1.5%
Purchase Frequency	Lebih dari 1 kali dalam 1 bulan	40	20.0%
Purchase Frequency	Sekitar 1 kali dalam 1 bulan	68	34.0%
Purchase Frequency	Sekitar 1 kali dalam 2–3 bulan	61	30.5%
Purchase Frequency	Sekitar 1 kali dalam 4–6 bulan	30	15.0%
Purchase Frequency	Lebih jarang dari 1 kali dalam 6 bulan	1	0.5%
Average Spending	Rp50.000 – Rp99.999	8	4.0%
Average Spending	Rp100.000 – Rp199.999	83	41.5%
Average Spending	Rp200.000 – Rp299.999	76	38.0%
Average Spending	Rp300.000 atau lebih	33	16.5%
Ordering Channel	Aplikasi Mobile	183	91.5%
Ordering Channel	Website	17	8.5%
Device Used	Android	150	75.0%
Device Used	iPhone / iOS	46	23.0%
Device Used	Laptop / komputer	4	2.0%

Source: Survey data processed by the author (2026).

4.1.1 Age Distribution of Respondents

The final sample is dominated by respondents aged 25–34 years (71 respondents; 35.5%) and 35–44 years (64 respondents; 32.0%). These age groups are typically associated with active digital ordering behavior and are likely to have relevant recent experience using online food ordering platforms.

4.1.2 Gender Distribution of Respondents

Female respondents represent the largest gender group, with 117 respondents (58.5%), followed by male respondents with 80 respondents (40.0%). A small number of respondents (3; 1.5%) chose not to disclose their gender.

4.1.3 Purchase Frequency

The purchase frequency profile shows that 68 respondents (34.0%) purchase from PT. XYZ approximately once per month, while 61 respondents (30.5%) purchase approximately once every two to three months. Another 40 respondents (20.0%) purchase more than once per month, reflecting a segment of high-frequency users.

4.1.4 Average Spending per Transaction

Most respondents reported average spending between Rp100,000 and Rp199,999 per transaction (83 respondents; 41.5%), followed by Rp200,000 to Rp299,999 (76 respondents; 38.0%). This spending profile is consistent with single-meal or small group ordering typical of PT. XYZ's menu pricing.

4.1.5 Most Frequently Used Ordering Channel

The majority of respondents (183; 91.5%) use the mobile application as their primary ordering channel, while only 17 respondents (8.5%) primarily use the website. This strongly mobile-oriented profile indicates that the mobile app is the dominant customer access point for PT. XYZ's owned online channel.

4.1.6 Most Frequently Used Device

Regarding device usage, Android is the most frequently used device among respondents (150 respondents; 75.0%), followed by iPhone/iOS users (46 respondents; 23.0%) and laptop or computer users (4 respondents; 2.0%). This profile is consistent with Indonesia's broader smartphone market, where Android maintains dominant market share.

Overall, the respondent profile indicates that the final sample is appropriate for analyzing PT. XYZ's owned online ordering platform. Respondents are active platform users who primarily access the channel through mobile devices, have recent and recurring purchase experience, and possess sufficient familiarity with the platform to evaluate EoU, IQ, PPA, SR, COB, and OSP.

The final dataset consists of 18 reflective measurement indicators representing six latent constructs: EoU, IQ, PPA, SR, COB, and OSP, each measured by three indicators on a five-point Likert scale. The sample size of 200 respondents is sufficient for PLS-SEM, as it exceeds the minimum requirement for a model with four predictors directed toward one endogenous construct.

The analysis in this chapter is based on the 200 validated respondents used in the SmartPLS model estimation. OSP, the dependent construct, is interpreted as a customer-level perceived performance proxy, reflected through perceived increases in purchase frequency, transaction value, and platform-driven brand preference.

4.2 Descriptive Statistics

Descriptive statistics were used to understand the general response pattern before conducting inferential analysis. Table 3 summarizes the mean, standard deviation, minimum, and maximum values for each construct based on the 200 valid respondents.

Table 3. Descriptive Statistics of Research Constructs

Construct	Mean	Std. Dev.	Min.	Max.	Interpretation
Ease of Use	4.433	0.602	1.000	5.000	High
Information Quality	4.495	0.652	1.000	5.000	High
Promotion & Price Attractiveness	4.083	0.773	1.333	5.000	High
System Reliability	4.432	0.642	1.000	5.000	High
Customer Ordering Behavior	4.472	0.672	1.000	5.000	High
Online Sales Performance	4.022	0.746	1.000	5.000	High

Source: Survey data processed by the author (2026).

The descriptive results show that all six constructs have mean values above 4.00 on the five-point scale, indicating that respondents generally evaluated PT. XYZ's online channel positively. IQ records the highest mean score (4.495), followed by COB (4.472), EoU (4.433), and SR (4.432).

Among the platform attribute constructs, PPA has the lowest mean score (4.083), while OSP also shows a comparatively lower mean (4.022). Both numbers are still above 4.00, but their comparatively lower position indicates that consumers believe there is more space for improvement in the owned platform's economic worth as well as in its contribution to ordering

frequency and spending value. This descriptive pattern aligns with the subsequent IPMA finding that PPA is the most important area for improvement.

4.3 Evaluation of the Measurement Model (Outer Model)

To determine if the indicators utilized in this study accurately and consistently measure their associated latent constructs (EoU, IQ, PPA, SR, COB, OSP), a measurement model evaluation was carried out. The examination includes indicator reliability, internal consistency reliability, convergent validity, and discriminant validity because all constructs are reflective.

4.3.1 Convergent Validity and Indicator Reliability

Indicator reliability was assessed through outer loadings. The outer loading of each indicator and the AVE value for each construct are shown in Table 4.

Table 4. Outer Loadings and Average Variance Extracted (AVE)

Construct	Indicator	Outer Loading	AVE
Ease of Use	EoU1	0.864	0.727
Ease of Use	EoU2	0.893	
Ease of Use	EoU3	0.798	
Information Quality	IQ1	0.896	0.828
Information Quality	IQ2	0.928	
Information Quality	IQ3	0.906	
Promotion & Price Attractiveness	PPA1	0.871	0.753
Promotion & Price Attractiveness	PPA2	0.868	
Promotion & Price Attractiveness	PPA3	0.864	
System Reliability	SR1	0.864	0.779
System Reliability	SR2	0.918	
System Reliability	SR3	0.865	
Customer Ordering Behavior	COB1	0.904	0.825
Customer Ordering Behavior	COB2	0.915	
Customer Ordering Behavior	COB3	0.906	
Online Sales Performance	OSP1	0.901	0.707
Online Sales Performance	OSP2	0.732	
Online Sales Performance	OSP3	0.880	

Source: SmartPLS output processed by the author (2026).

Outer loading levels for all 18 indicators are greater than 0.70; OSP2 has the lowest value (0.732), but it is still higher than the suggested minimum threshold. This demonstrates that every indication contributes sufficiently to the measurement of the intended construct.

From 0.707 (OSP) to 0.828 (IQ), all AVE values are greater than 0.50, indicating that each construct accounts for more than half of the variance in its indicators. The measurement model can

continue on to internal consistency and discriminant validity assessment without removing any signs.

4.3.2 Reliability of Internal Consistency

Internal consistency reliability was assessed using Cronbach's Alpha and Composite Reliability (CR). The dependability values for each construct are compiled in Table 5.

Table 5. Internal Consistency Reliability

Construct	Cronbach's Alpha	Composite Reliability	Conclusion
Ease of Use	0.812	0.889	Reliable
Information Quality	0.896	0.935	Reliable
Promotion & Price Attractiveness	0.837	0.901	Reliable
System Reliability	0.858	0.914	Reliable
Customer Ordering Behavior	0.894	0.934	Reliable
Online Sales Performance	0.799	0.878	Reliable

Source: SmartPLS output processed by the author (2026).

All Cronbach's Alpha values exceed the recommended threshold of 0.70, ranging from 0.799 (OSP) to 0.896 (IQ). Composite Reliability ratings, which range from 0.878 to 0.935, surpass 0.70 for every architecture. These findings verify that all six constructs are appropriate for structural model analysis and have adequate internal consistency reliability.

4.3.3 Validity of Discrimination

The Heterotrait-Monotrait ratio (HTMT) was used to evaluate discriminant validity. HTMT assesses each construct's empirical uniqueness in relation to the model's other components. The HTMT results are shown in Table 6.

Table 6. Heterotrait–Monotrait Ratio (HTMT)

Construct Relationship	HTMT	Conclusion
Ease of Use <-> Customer Ordering Behavior	0.702	Fit
Information Quality <-> Customer Ordering Behavior	0.741	Fit
Information Quality <-> Ease of Use	0.925	Marginal fit
Online Sales Performance <-> Customer Ordering Behavior	0.743	Fit
Online Sales Performance <-> Ease of Use	0.539	Fit
Online Sales Performance <-> Information Quality	0.615	Fit
Promotion & Price Attractiveness <-> Customer Ordering Behavior	0.748	Fit
Promotion & Price Attractiveness <-> Ease of Use	0.706	Fit
Promotion & Price Attractiveness <-> Information Quality	0.790	Fit
Promotion & Price Attractiveness <-> Online Sales Performance	0.656	Fit
System Reliability <-> Customer Ordering Behavior	0.645	Fit
System Reliability <-> Ease of Use	0.845	Fit
System Reliability <-> Information Quality	0.763	Fit
System Reliability <-> Online Sales Performance	0.507	Fit
System Reliability <-> Promotion & Price Attractiveness	0.597	Fit

Source: SmartPLS output processed by the author (2026).

When HTMT values are less than 0.90, most of them exhibit adequate discriminant validity. The link between Information Quality and Ease of Use (HTMT = 0.925), which is marginally above the conservative 0.90 criterion but still below a more liberal 0.95 threshold sometimes taken into consideration for conceptually related variables, is the only comparatively high value. This result suggests that clear and thorough platform information may be highly connected with respondents' opinions of the platform's usability.

As a result, it's critical to take the marginal HTMT value as a warning. However, because information quality and ease of use are theoretically distinct concepts and because the outer loadings, AVE, and reliability values are strong, the model is retained for further study. The result indicates conceptual proximity rather than a fatal discriminant validity problem.

4.4 Evaluation of the Structural Model (Inner Model)

The structural model was analyzed once the measurement model satisfied the standards for validity and reliability. Collinearity assessment, coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), path coefficients, hypothesis testing, and mediation analysis are all included in the evaluation.

4.4.1 Evaluation of Collinearity

The Variance Inflation Factor (VIF) was used to assess collinearity among predictor constructs (EoU, IQ, PPA, SR). VIF values below 5.00 indicate that multicollinearity is not a concern in the structural model.

Table 7. Collinearity Statistics (VIF)

Structural Path	VIF	Conclusion
Customer Ordering Behavior -> Online Sales Performance	1.000	No collinearity issue
Ease of Use -> Customer Ordering Behavior	3.160	No collinearity issue
Information Quality -> Customer Ordering Behavior	3.567	No collinearity issue
Promotion & Price Attractiveness -> Customer Ordering Behavior	1.943	No collinearity issue
System Reliability -> Customer Ordering Behavior	2.127	No collinearity issue

Source: SmartPLS output processed by the author (2026).

The VIF values range from 1.000 to 3.567, all below the recommended maximum threshold of 5.00. The structural model therefore does not indicate problematic multicollinearity, and each predictor can be interpreted as contributing distinct explanatory information.

4.4.2 Coefficient of Determination (R^2)

The coefficient of determination (R^2) explains the proportion of variance in each endogenous construct accounted for by its predictor constructs. Table 8 presents the R^2 and adjusted R^2 values.

Table 8. Coefficient of Determination (R^2)

Endogenous Construct	R^2	Adjusted R^2	Interpretation
Customer Ordering Behavior	0.540	0.531	Moderate
Online Sales Performance	0.444	0.441	Moderate-to-weak

Source: SmartPLS output processed by the author (2026).

The R^2 value of 0.540 shows that EoU, IQ, PPA, and SR collectively account for 54.0% of the variance in COB. This indicates a modest degree of explanatory power in the context of consumer behavior research.

44.4% of the variation in OSP is explained by COB (R2 = 0.444). OSP may also be impacted by variables outside the model, such as store availability, delivery service quality, product assortment, rival promotions, and general market conditions, since it is measured as a customer-level perceived performance proxy. Given these contextual limitations, this amount of R^2 is still significant.

4.4.3 Effect Size (f^2)

Each predictor's proportionate contribution to the endogenous construct's R^2 value was evaluated using effect size (f^2). The f^2 values are summarized in Table 9 as below.

Table 9. Effect Size (f^2)

Structural Path	f^2	Interpretation
Customer Ordering Behavior -> Online Sales Performance	0.797	Large
Ease of Use -> Customer Ordering Behavior	0.004	Small
Information Quality -> Customer Ordering Behavior	0.039	Small
Promotion & Price Attractiveness -> Customer Ordering Behavior	0.140	Small-to-medium
System Reliability -> Customer Ordering Behavior	0.026	Small

Source: SmartPLS output processed by the author (2026).

COB has a large effect on OSP ($f^2 = 0.797$), indicating that ordering behavior is a substantive driver of perceived online sales performance. Among the platform attributes, PPA has the highest f^2 value toward COB (0.140), approaching a medium effect. IQ (0.039), SR (0.026), and EoU (0.004) have small effect sizes, suggesting that technical and informational attributes contribute less to ordering behavior than promotional and pricing value in the current model.

4.4.4 Predictive Relevance (Q^2)

Predictive relevance was assessed using Stone-Geisser's Q^2 value. Q^2 values greater than zero indicate that the model has predictive relevance for the endogenous construct.

Table 10. Predictive Relevance (Q^2)

Endogenous Construct	SSO	SSE	Q^2	Interpretation
Customer Ordering Behavior	600.000	344.299	0.426	Large predictive relevance
Online Sales Performance	600.000	424.746	0.292	Medium predictive relevance

Source: SmartPLS output processed by the author (2026).

The Q^2 value for COB is 0.426, indicating large predictive relevance. The Q^2 value for OSP is 0.292, indicating medium predictive relevance. Since both Q^2 values are above zero, the model demonstrates adequate predictive capability for the endogenous constructs.

4.4.5 Structural Model Results and Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure in SmartPLS (5,000 sub-samples). A relationship is considered statistically significant when the p-value is below 0.05. Table 11 summarizes the direct effect results.

Table 11. Direct Effect Hypothesis Testing

Hypothesis	Structural Path	β	T-statistics	P-value	Decision
H1	Ease of Use -> Customer Ordering Behavior	0.078	0.572	0.568	Rejected
H2	Information Quality -> Customer Ordering Behavior	0.254	1.664	0.096	Rejected at 5% level
H3	Promotion & Price Attractiveness -> Customer Ordering Behavior	0.353	4.961	0.000	Supported
H4	System Reliability -> Customer Ordering Behavior	0.160	1.858	0.063	Rejected at 5% level
H5	Customer Ordering Behavior -> Online Sales Performance	0.666	11.843	0.000	Supported

Source: SmartPLS output processed by the author (2026).

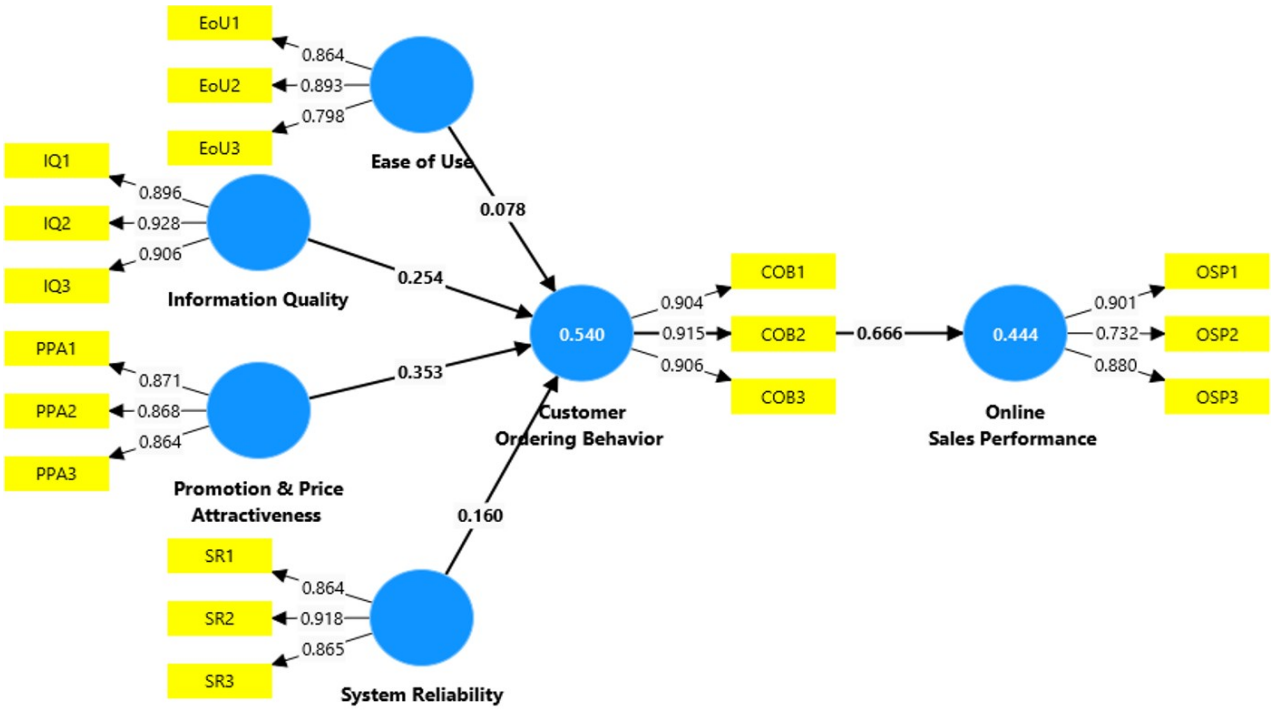

Figure 5. Structural Model with Path Coefficients and R^2 Values

Source: SmartPLS output processed by the author (2026).

EoU has a positive but non-significant effect on COB (β = 0.078; T = 0.572; p = 0.568). Therefore, H1 is rejected. This result suggests that ease of navigation and ordering simplicity, while positive in direction, may already be perceived as a basic expectation by respondents rather than a differentiating driver of ordering behavior.

IQ has a positive but non-significant effect on COB at the 5% significance level (β = 0.254; T = 1.664; p = 0.096). Therefore, H2 is rejected at the 5% level. The positive coefficient indicates that better IQ may still contribute directionally to COB, but the evidence is not statistically sufficient to support the hypothesis under the conventional significance criterion.

PPA has a positive and significant effect on COB (β = 0.353; T = 4.961; p = 0.000). Therefore, H3 is supported. This result indicates that attractive promotions, competitive pricing, and value-for-money perceptions are the strongest direct drivers of COB through PT. XYZ's owned platform.

SR has a positive but non-significant effect on COB at the 5% level (β = 0.160; T = 1.858; p = 0.063). Therefore, H4 is rejected. The positive coefficient suggests that platform reliability remains directionally relevant, but its effect is not statistically significant, possibly because respondents already consider the platform sufficiently reliable.

COB has a positive and significant effect on OSP (β = 0.666; T = 11.843; p = 0.000). Therefore, H5 is supported. This confirms that stronger customer ordering behavior, reflected in continued platform use, repeat ordering tendency, and platform preference, contributes to higher perceived online sales performance.

4.4.6 Estimated Structural Equations

Based on the path coefficient results, the estimated structural relationships can be expressed as follows:

$$COB = 0.078\ EoU + 0.254\ IQ + 0.353\ PPA + 0.160\ SR + \zeta_1$$

$$OSP = 0.666\ COB + \zeta_2$$

As discussed in Section 4.5, a direct path from PPA to OSP was examined as a supplementary test. When this path is included, the OSP equation adjusts to: $OSP = 0.515\ COB + 0.228\ PPA + \zeta_2$ ($R^2 = 0.471$).

The first equation shows that PPA has the largest positive coefficient among the platform attributes in explaining COB. The second equation shows that COB is a strong predictor of OSP, supporting the central role of ordering behavior as the behavioral mechanism linking platform attributes to performance outcomes.

The overall effects toward COB can be contrasted proportionately to offer a supplementary perspective of the relative contribution of each platform attribute. EoU, IQ, PPA, and SR have overall effects on COB of 0.078, 0.254, 0.353, and 0.160, respectively. The cumulative effect as a whole is 0.845. As a result, PPA makes up about 41.8% of the four overall relative relevance toward COB (0.353/0.845).

4.5 Mediation Analysis

A mediation analysis performed to investigate whether COB transmits the effects of EoU, IQ, PPA, and SR on OSP. Bootstrapping was used to analyze specific indirect impacts. The mediation findings summary shown on table 12 below.

Table 12. Specific Indirect Effects and Mediation Results

Hypothesis	Indirect Path	β	T-statistics	P-value	Decision
H6a	Ease of Use -> Customer Ordering Behavior -> Online Sales Performance	0.052	0.574	0.566	Rejected
H6b	Information Quality -> Customer Ordering Behavior -> Online Sales Performance	0.169	1.598	0.110	Rejected
H6c	Promotion & Price Attractiveness -> Customer Ordering Behavior -> Online Sales	0.235	4.581	0.000	Supported

	Performance				
H6d	System Reliability -> Customer Ordering Behavior -> Online Sales Performance	0.107	1.822	0.068	Rejected at 5% level

Source: SmartPLS output processed by the author (2026).

The mediation results show that only PPA has a significant indirect effect on OSP through COB (β = 0.235; T = 4.581; p = 0.000). Therefore, H6c is supported. This indicates that appealing promos and competitive prices encourage ordering behavior, which boosts perceived online sales performance.

The indirect effects of EoU, IQ, and SR via COB are statistically insignificant. Therefore, H6a, H6b, and H6d are rejected at the 5% significant level.

The mediation finding is consistent with the direct effect results. PPA is the only platform-attribute property having a substantial direct effect on COB, which means it also has a strong indirect effect on OSP via COB. COB thus serves as a partial mediator in the PPA-OSP interaction, given that PPA has a considerable direct influence on OSP (see Section 4.5).

During thesis supervision, the research supervisor raised a question about whether Promotion and Price Attractiveness could affect Online Sales Performance directly, without passing through Customer Ordering Behavior. To examine this, a direct structural path from PPA to OSP was tested within the same sample of 200 respondents, following the mediation-testing procedure for PLS-SEM recommended by Nitzl, Roldán, and Cepeda (2016). The mediation findings above are not affected by this test.

Table 12b. Supplementary Direct Path Test: Promotion and Price Attractiveness → Online Sales Performance

Path	**β**	**T-Statistic**	**p-value**	**Result**
PPA → OSP (Direct)	0.228	3.044	0.003	Significant **

*Source: Supplementary analysis processed by the author (2026). ** p < 0.01. Bootstrapping: 1,000 sub-samples.*

Promotion and price attractiveness have a statistically significant direct relationship with online sales performance (β = 0.228; T = 3.044; p = 0.003). This indicates that, apart from its indirect impact through customer ordering behavior, PPA has an independent direct effect on OSP. Therefore, rather than acting as a complete mediator in the PPA→OSP relationship, Customer Ordering Behavior serves as a partial mediator specifically, complementary partial mediation, since both the direct and indirect effects are significant and share the same sign (Zhao, Lynch, &

Chen, 2010). There are two routes that link PPA to OSP: the direct route (β = 0.228; p = 0.003), which may capture a more immediate transactional response when customers act on promotional value without necessarily changing their broader platform preference, and the indirect route through Customer Ordering Behavior (β = 0.181; p < 0.001), which reflects sustained behavioral engagement and repeat ordering.

The combined effect of PPA on OSP through both the indirect pathway via COB (β = 0.181) and the direct pathway (β = 0.228) amounts to a total effect of 0.409. This does not alter the study's main conclusions. PPA remains the top improvement priority for PT. XYZ, and this supplementary finding confirms that improving PPA benefits OSP through both behavioral and direct transactional channels.

4.6 Importance-Performance Map Analysis (IPMA)

While PLS-SEM identifies the strength and significance of relationships among constructs, IPMA translates these findings into managerial priorities. In this study, COB is the IPMA target construct. Importance is represented by the total effect of each platform attribute on COB derived from PLS-SEM, while performance is represented by the latent variable performance score rescaled to a 0–100 range.

The average importance value is 0.211 and the average performance value is 84.411. These averages form the vertical and horizontal cut-off lines in the IPMA quadrant map. Quadrant IV high importance and low performance represents the top priority for improvement in this study's quadrant format.

Table 13. IPMA Quadrant Interpretation Used in This Study

Quadrant	Importance	Performance	Managerial Meaning
I	Low	High	Maintain efficiently / avoid over-investment
II	High	High	Keep up the good work
III	Low	Low	Lower priority
IV	High	Low	Top priority for improvement

Source: Author's interpretation based on Ringle and Sarstedt (2016).

Table 14. Construct-Level IPMA Results for Customer Ordering Behavior

Construct	Importance	Performance	Quadrant	Managerial Implication
Ease of Use	0.078	85.899	I	Low importance, high performance
Information Quality	0.254	87.533	II	High importance, high performance
Promotion & Price Attractiveness	0.353	78.337	IV	High importance, low performance

System Reliability	0.160	85.873	I	Low importance, high performance

Source: SmartPLS IPMA output processed by the author (2026).

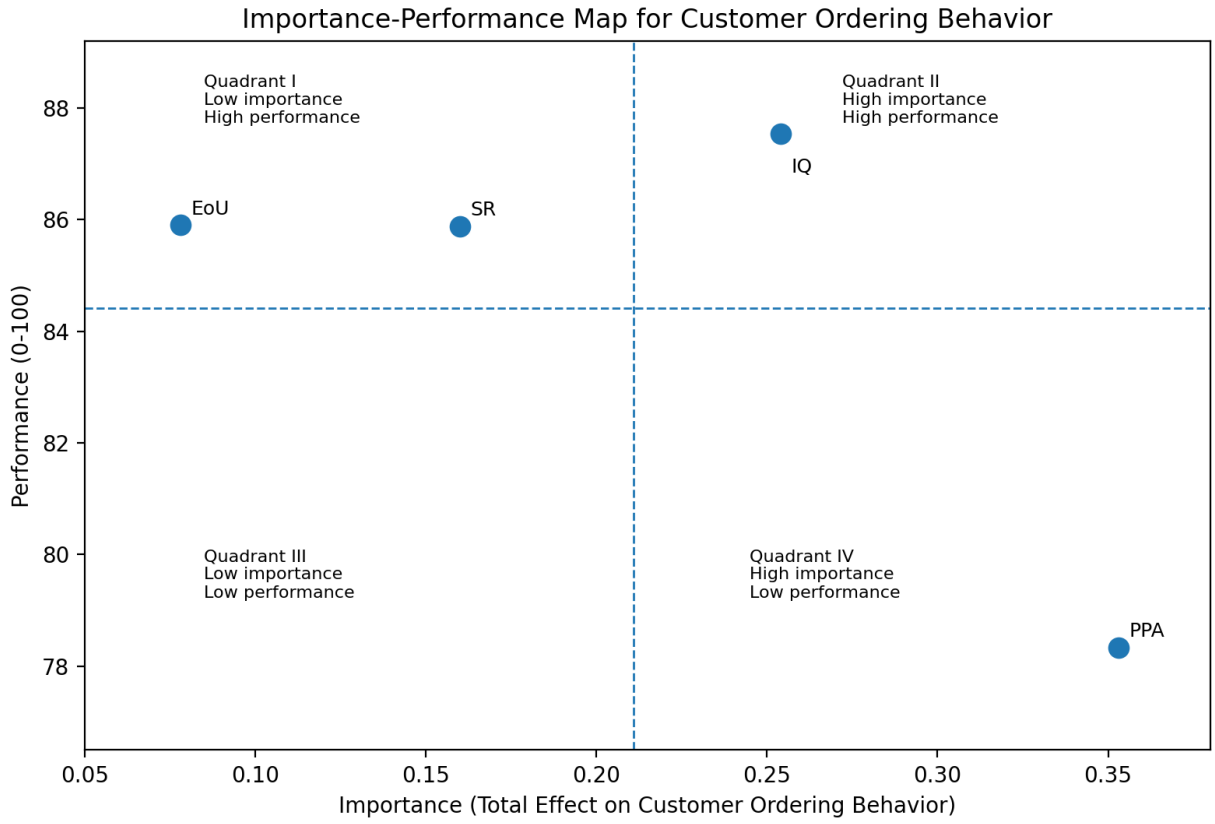

Figure 6. IPMA Quadrant Map for Customer Ordering Behavior

The IPMA results show that PPA has the highest importance value (0.353) but the lowest performance score (78.337). It is positioned in Quadrant IV, which represents high importance and low performance, making PPA the top priority for platform improvement at PT. XYZ.

IQ has high importance (0.254) and high performance (87.533), placing it in Quadrant II. This indicates that IQ is an existing strength of the platform that should be maintained. Although its direct effect on COB is not statistically significant at the 5% level, the IPMA result shows that IQ remains managerially relevant due to its above-average importance and highest performance score.

SR and EoU are located in Quadrant I, indicating above-average performance but below-average importance. These constructs should be maintained at an acceptable standard, but further investment in them is unlikely to generate the same behavioral uplift as improvement in PPA.

The IPMA results largely reinforce the structural model findings. PPA is the only platform attribute with a significant effect on COB and is also the construct with the highest improvement priority in

IPMA. Both analyses converge on the same managerial conclusion: PT. XYZ should prioritize PPA improvement to strengthen COB and OSP.

4.7 Discussion of Findings

4.7.1 Ease of Use and Customer Ordering Behavior

The non-significant effect of EoU on COB (H1 rejected) suggests that ease of navigation and ordering simplicity are not sufficient to directly increase ordering behavior in the current PT. XYZ platform context. From the TAM perspective, EoU is commonly expected to promote technology acceptance; however, in a mature digital ordering environment, customers may already expect a straightforward and easy-to-use ordering process as a baseline standard.

The IPMA result's strong EoU performance score (85.899) supports this interpretation customers already evaluate the platform positively on EoU. Consequently, while further improvements in usability remain important for preventing customer dissatisfaction, they are unlikely to generate the greatest incremental gain in COB compared to improvements in PPA.

4.7.2 Information Quality and Customer Ordering Behavior

IQ has a positive but statistically non-significant effect on COB at the 5% level (H2 rejected). This suggests that although precise, comprehensive, and understandable information might enhance the ordering process, it is not the main behavioral driver in the current model. Instead of seeing IQ as a major incentive to increase ordering frequency, customers can see it as a critical hygiene issue.

The IPMA places IQ in Quadrant II, which denotes strong performance and high significance. By making sure that menu details, prices, terms of promotions, and order summaries are precise, comprehensive, and easy to comprehend, PT. XYZ may retain a high IQ. The lowest HTMT value between IQ and EoU suggests that customers' feeling of convenience may be impacted by clear information.

4.7.3 Promotion and Price Attractiveness as the Primary Behavioral Driver

The only platform parameter that positively and statistically significantly affects COB is PPA (H3 supported; $\beta = 0.353$; $p = 0.000$). The perceived value and promotional value perspective (Zeithaml, 1988; Kotler et al., 2021), which contends that consumers assess transactions by balancing perceived benefits against perceived costs, is supported by this finding.

The finding of mediation increases the importance of PPA. PPA is the main lever for improving owned-channel performance since it affects OSP both directly and indirectly through COB. PPA is the most obvious strategic improvement objective for PT. XYZ, according to the IPMA result, which also shows that it has the largest importance but the lowest performance.

4.7.4 System Reliability and Customer Ordering Behavior

SR has a positive but non-significant effect on COB at the 5% level (H4 rejected; $\beta = 0.160$; $p = 0.063$). The outcome suggests that SR is not the most significant feature that distinguishes the ordering behavior in the current sample, despite the fact that system dependability is crucial in e-commerce and online.

Although the IPMA result demonstrates good performance, its relevance for system reliability is below average. This suggests that most users think the platform is sufficiently dependable. Therefore, reliability is still a crucial component of risk reduction, but it should be used sparingly as a way to improve. Platform stability, payment dependability, data security, and more incremental investment in areas with more behavioral impact should be the organization's main priorities.

4.7.5 Customer Ordering Behavior and Online Sales Performance

OSP is significantly impacted by COB (H5 supported; $\beta = 0.666$; $p = 0.000$). This outcome is in line with the behavior-performance linkage suggested in the research framework, which states that consumers are more likely to perceive increased purchase frequency, higher transaction value, and a stronger preference for the online platform if they plan to keep using the owned platform, place repeat orders, and prefer it as an ordering channel.

Further evidence that ordering behavior is a substantial performance driver rather than just a statistically significant one comes from the large f^2 value of COB toward OSP ($f^2 = 0.797$). Given its impact importance to the OSP outcome, this validates the choice to select COB as the IPMA target construct.

4.7.6 Overall Interpretation of the Model

The performance of PT. XYZ's owned online ordering is driven by COB, which is most strongly driven by PPA. It does not mean that EoU, IQ and SR are unimportant, but that these attributes are expected standards in a mature digital ordering environment.

It appears that customers no longer select an ordering platform just because it is easy to use, informative or reliable as these are expected to be a standard minimum requirements, but the most defining characteristic of the owned platform is perceived economic value, once the platform has reached an acceptable level of usability, information clarity and reliability.

The outcomes of a flat accepted vs. rejected hypothesis are used in this interpretation. Examples of hygiene factors that must be maintained but are not expected to have the greatest behavioral impact if further improved are EoU and SR. Since IQ increases PPA efficacy and fosters consumer trust, it is a strength that should be cultivated. PPA, on the other hand, is the competitive advantage that is most directly encouraging consumers to utilize the platform more regularly and have a stronger OSP.

The results also show how important it is to comprehend IPMA and PLS-SEM in tandem. PLS-SEM indicates whether relationships are statistically significant, whereas IPMA identifies areas for improvement that should be given priority. The management implication of both analyses is that PT. XYZ should concentrate on price attractiveness and promotion as the primary improvement lever to boost customer ordering behavior and enhance online sales performance.

4.7.7 Boundary Conditions and External Factors

Some boundary constraints should be considered when interpreting the results, even though price appeal and promotion are the study's primary motivators. Customers' ordering behavior in online meal delivery may be influenced by external economic conditions, purchasing power, inflation, delivery fees, total transaction costs, promotions by competitors and aggregators, quality of delivery service, order fulfillment experience, trust, perceived risk, and UI/UX quality. These factors could alter the relative significance of the online-platform features over time.

For instance, consumers may be more price-sensitive during periods of increased inflation or decreased purchasing power, which would increase the impact of discounts and price appeal. However, system dependability and user-friendliness may be more important if the online-platform is experiencing issues with usability, payment failure, security, or delivery. As a result, it is inappropriate to interpret the results as suggesting that other features of the platform are unimportant. Instead, promotion and price attractiveness are the most important elements influencing client ordering behavior given the sample, online-purchase conditions, and market environment.

Another boundary requirement is connected to the interpretation of channel growth. This study measures Online Sales Performance as a customer-level perceived performance proxy and does not directly distinguish whether increased owned-channel performance comes from incremental new customers, higher frequency from existing customers, or migration from aggregator and offline channels. Therefore, the possibility of channel cannibalization should be acknowledged. Strengthening owned-channel sales may still be strategically beneficial if it improves margin control, first-party data ownership, and direct customer relationship management, but future research should use actual transaction-level data to separate incremental sales growth from channel shifting.

CHAPTER V
CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study examined the impact of online ordering platform attributes on COB and OSP in the context of PT. XYZ's owned online channels. We looked at four platform attributes: Ease of Use, Information Quality, Price & Promotion Attractiveness, and System Reliability. Customer Ordering Behavior was used as the mediating variable, and Online Sales Performance was quantified as a stand-in for customer-level perceived performance. PLS-SEM and IPMA provide both useful managerial prioritizing and statistical support.

The results of the measurement model confirm that each construct meets the required reliability and validity requirements. Every AVE value is higher than 0.50, every outer loading is higher than 0.70, and every Composite Reliability and Cronbach's Alpha value is higher than 0.70. The HTMT results are usually acceptable despite the relatively high value (0.925) of the relationship between IQ and EoU, which is acknowledged as a constraint but does not dramatically modify the measuring model.

The structural model shows that whereas COB accounts for 44.4% of the variance in OSP, EoU, IQ, PPA, and SR together account for 54.0% of the variance in COB. The Q^2 values of both endogenous items are greater than zero, suggesting adequate predictive significance.

Based on the hypothesis testing results, H1 is rejected since EoU has no significant effect on COB. H2 is also rejected at the 5% level, because IQ has no significant effect on COB. The H3 is supported. PPA had a significant positive influence on COB ($\beta = 0.353$; $p=0.000$). H4 is rejected at the 5% level because SR has no discernible impact on COB. H5 is supported, because COB had a significant positive impact on OSP ($\beta = 0.666$; $p = 0.000$). PPA has a significant indirect impact on OSP through COB ($\beta = 0.235$; $p = 0.000$), supporting only the mediation hypothesis H6c. A substantial direct effect of PPA on OSP was found by a supplemental direct path test ($\beta = 0.228$; $p = 0.003$), suggesting that COB acts as a partial mediator in the PPA-OSP relationship.

IPMA offers a clear managerial emphasis. Since PPA has the lowest performance score (78.337) and the highest importance (0.353) in Quadrant IV, it is the top improvement priority for PT. XYZ. IQ is in Quadrant II (high importance, high performance) and should be maintained, while EoU and

SR are in the first Quadrant (high performance, lower importance) and should be monitored without making excessive additional investments.

To sum it up, the key empirical finding of this study is that Promotion and Price Attractiveness as the primary determinant of customer ordering behavior on internal platforms, which then drives OSP. While PPA increases are expected to have the biggest impact on COB and OSP, the owned platform is generally viewed positively with regard to EoU, IQ and SR. To reinforce the confidence, a second test demonstrated a significant direct effect of PPA on OSP ($\beta = 0.228$; $p = 0.003$), supporting the role of COB as a partial mediator and suggesting that an increase in PPA is beneficial to OSP through both behavioral and direct transactional paths.

5.2 Theoretical, Methodological, and Strategic Contributions

5.2.1 Academic Contribution

The findings of this study add to the literature on digital ordering behavior by showing that platform attributes do not contribute equally to COB at the academic level. EoU and SR appear to be hygiene factors rather than competitive differentiators, and PPA is the primary behavioral driver in a mature online platform. To enrich the TAM-based research in mature digital service settings, this study portrays this in a branded F&B owned-channel environment in Indonesia, and contributes to the perceived value and promotional value perspectives (Zeithaml, 1988; Kotler et al., 2021).

Additionally, as price attractiveness and promotion are the primary behavioral drivers in the owned-online channel, the current study confirms the perceived value and promotional value perspective. This finding suggests that when users believe the platform offers better economic value, they are more inclined to increase their ordering behaviors. Additionally, the behavior-performance relationship is supported by the significant impact of customer ordering behavior on online sales performance: platform favorability, repeat order likelihood, and customer platform utilization are important channels via which platform strategy influences company outcomes.

5.2.2 Methodological Contribution

The study shows the benefits of combining IPMA and PLS-SEM for management research from a methodological perspective. Indirect effects, R^2 values, path coefficients, and statistically significant relationships are all displayed via PLS-SEM. IPMA improves these results and makes

evidence-based resource allocation possible by identifying the most important constructs and those that are underperforming (Ringle & Sarstedt, 2016; Hair et al., 2022).

5.2.3 Practical and Strategic

Practically, this study provides an evidence-based decision framework for PT. XYZ. Management should not allocate digital investment equally across all platform attributes. Instead, investments should follow the empirical priority: maintain EoU and SR, preserve IQ, prioritize PPA, measure the effect on COB, and translate behavioral improvement into OSP.

Strategically, the study demonstrates that PT. XYZ's owned digital platform should not be viewed only as a transactional ordering channel. It can evolve into a strategic business asset that enables direct customer relationship management, first-party behavioral data collection, personalized promotional targeting, and increased customer lifetime value. The strategic logic is: Digital Platform → Customer Data → Behavioral Analytics → Personalized Promotions → Higher CLV → Sustainable Competitive Advantage.

5.3 Managerial Implications

The findings provide several managerial implications for PT. XYZ in managing and improving its online ordering channels. The central implication is that owned-platform improvement should be prioritized based on evidence rather than distributed equally across all platform attributes.

The managerial implications should also be interpreted within the company’s broader channel strategy. Although food aggregators make a significant contribution to sales volume, the transactions have limited access to first-party customer data. Also, commission charges making lesser profitability. On the contrary, better margin control, direct consumer connections, and a strong data base for long-term customisation and loyalty programs are all provided by the owned channel.

5.3.1 Promotion and Price Attractiveness Priority

Strengthening the perceived economic benefit of placing orders through its exclusive platform should be PT. XYZ's top priority. Personalized vouchers, value packages, loyalty-linked discounts, app or website-only promotions, more lucid promotional communications, and, when economically feasible, delivery-fee-related incentives are examples of initiatives. The goal is to make clients believe that the owned platform offers clear, unique, and pertinent value when compared to other ordering channels, rather than just offering more aggressive discounts.

5.3.2 Preserve Information Quality as a Strength of the Platform

The direct effect on COB is not statistically significant at the 5% level. However, IQ falls into the high performance and high importance quadrant according to IPMA. They must continue to ensure that order summaries, price information, product availability, promotion terms, and menu details are accurate, comprehensive, and simple to comprehend. IQ should therefore continue to be a platform strength. By making value propositions clear and simple for clients to assess, high IQ also increases PPA's effectiveness.

5.3.3 Maintain Ease of Use and System Reliability as Hygiene Factors

SR and EoU should be preserved as hygienic considerations. These sections' high performance rankings indicate that customers generally have a positive opinion of them. However, as their significant values are lower than PPA, any additional funding beyond current levels should be focused on preventing dissatisfaction rather than generating minor behavioral gains. The company should keep providing a simple ordering process, a dependable checkout process, a smooth payment process, and secure order and payment information processing.

5.3.4 Strengthen Customer Ordering Behavior as the Key Performance Mechanism

OSP should handle COB as a major digital channel goal since it has a powerful and substantial impact on them. Metrics to monitor include average order value, ordering frequency, platform choice, repeat order rate, and the transition from offline or aggregator ordering to the owned platform. The administrative goal is to transform positive platform perceptions, particularly in connection to PPA, into recurrent behavioral patterns.

5.3.5 Use IPMA as a Practical Resource Allocation Tool

The IPMA results can be used as a practical resource allocation tool. The recommended priority order is: (1) improve PPA, (2) maintain IQ, and (3) monitor EoU and SR while avoiding over-investment in areas that already perform well and have lower relative importance. This prioritization helps management allocate resources to the attribute, most likely to strengthen COB and, through it, OSP.

5.3.6 Phased Platform Improvement Roadmap

To translate the IPMA result into practical implementation, PT. XYZ can apply a phased roadmap that begins with PPA improvement, then evolves toward data-driven personalization and customer lifetime value optimization.

Table 15. PT. XYZ's Owned Platform Phased Improvement Roadmap

Phase	Strategic Focus	Recommended Actions	Objective
Short term	Boost the perception of economic worth	Enhance online offers, coupon visibility, maximize value packages, and make delivery fee/value messaging more understandable.	Increase perceived value and stimulate repeat ordering through the owned platform.
Medium term	Integrate promotion with loyalty and segmentation	Create customized offers, membership perks, loyalty-linked coupons, and promotions based on consumer segments.	Boost owned channel retention, platform preference, and consumer habits.
Long term	Transform the owned platform into a data driven growth asset	Use churn prevention triggers, customer lifetime value data, AI based personalization, and predictive marketing.	Build sustainable competitive advantage through owned customer data and behavioral analytics.

Source: Author's recommendation based on PLS-SEM and IPMA results (2026).

While guaranteeing that the owned platform gradually evolves into a strategic data driven business asset, this phased plan places PPA improvement as the top priority for immediate action. Long-term, PT. XYZ should use owned-platform data to create more tailored and relevant promotions that would boost customer lifetime value and retention rather than relying on general discounting tactics.

5.4 Research Limitations

There are several limitations that must be considered when evaluating the results of this study.

First, this study uses data from a cross-sectional survey. The results are a snapshot of customer perceptions and may not accurately reflect changes in ordering behavior over a longer period of time. Customer behavior can be impacted by seasonality, promotional cycles, competitor activity, or the online-platform updates.

Second, OSP is measured on the basis of customer-level perceived indicators, rather than on the basis of actual internal sales transaction data. Although this approach is consistent with the customer-level unit of analysis, future research may strengthen the model by incorporating actual transaction frequency, order value and sales contribution data from internal systems.

Third, this research does not include the food aggregator platforms but discusses the owned-online ordering channels of PT. XYZ only. So, the findings are most relevant to the owned app and

website environment and may not translate directly to third-party delivery platforms where pricing, promotions, fees and user experience are administered differently.

Fourth, the HTMT value between IQ and EoU is slightly high (0.925). This implies that respondents' perceptions of the platform's ease of use may be strongly correlated with clear and comprehensive information. Based on theoretical differentiation and adequate overall measurement quality, the constructs are kept. Future studies, however, might improve the measurement questions to better distinguish between usability and information clarity.

Fifth, the IPMA is carried out at the construct level in this research study. Indicator-level IPMA will provide more detailed guidance on whether particular PPA indicators (pricing competitiveness, promotion visibility, bundle value, or delivery charge transparency) should be addressed first, whereas construct-level IPMA will designate the primary priority area (PPA).

5.5 Recommendations for Future Research

Future research can expand on this study in several directions.

Opportunities for more model development are indicated by the R^2 results. 46.0% of the variation in COB may still be explained by factors not included in the current model, which accounts for 54.0% of the variation. In a similar vein, COB accounts for 44.4% of the variation in OSP; the remaining 55.6% may be impacted by other variables like the quality of the delivery service, loyalty programs, customisation, brand preference, competitor activity, and macroeconomic conditions.

First, survey data and real transaction data should be combined in future studies. Stronger proof of the connection between platform features and actual sales performance would come from combining customer perceptions with purchase frequency, average order value, owned-channel contribution, and repeat buy behavior.

Second, owned platforms and food aggregator platforms could be compared in future research. These comparisons would be useful in determining whether PPA continues to be the most powerful driver across channel types or whether, in aggregator-based ordering scenarios, various platform traits take precedence.

Third, future studies should use longitudinal research methods to look at how COB changes with time. This method would be useful for assessing the effects of loyalty programs, platform enhancements, and marketing tactics over time.

Fourth, future research can perform segmentation analysis based on client criteria like preferred device, preferred ordering channel, spending level, and frequency of orders. This would enable PT. XYZ to determine whether various consumer categories react to EoU, IQ, PPA, and SR in different ways.

Fifth, future research should include indicator-level IPMA. Indicator-level IPMA can convert that priority into particular operational actions, whereas construct-level IPMA determines the primary priority area. For instance, indicator-level IPMA can determine if consumers react more strongly to competitive pricing, worthwhile promotions, or overall value for money if PPA continues to be the top goal.

Lastly, by incorporating other characteristics like trust, contentment, delivery experience, loyalty program value, customisation, service recovery, or perceived delivery fee fairness, future research may broaden the model. These factors could increase the model's capacity to explain both COB and OSP.

Future studies might expand the model by adding specific elements from UTAUT2 (Venkatesh et al., 2012), including Habit, Hedonic Motivation, and Social Influence. Customers' inclination to utilize the platform may be influenced by peer behavior, family preferences, internet reviews, and societal trends, all of which may be explained by social influence. Hedonic Motivation may capture enjoyment, convenience, and positive emotional experience associated with browsing, ordering, and reward experiences on the platform. Habit may explain repeated platform use that becomes routine over time, especially among mobile-first customers who order frequently through the app. Adding these constructs may improve the explanatory power of the model and provide a more comprehensive understanding of COB beyond platform attributes alone.

APPENDIX

QUESTIONNAIRE

Section A – Respondent Information

Please provide general information about your profile and ordering habits.

No.	Question	Response Options
S1	Have you placed an order via PT. XYZ's owned online ordering platform (app/website)?	☐ Yes ☐ No (Terminate if No)
S2	When was your most recent order via PT. XYZ's owned platform?	☐ Within last 1 month ☐ 1–3 months ☐ 4–6 months ☐ >6 months (Terminate if >6 months)
A1	Age	☐ <18 ☐ 18–24 ☐ 25–34 ☐ 35–44 ☐ 45–54 ☐ >54
A2	Gender	☐ Male ☐ Female ☐ Prefer not to answer
A3	How often do you purchase from Pizza Hut through PT. XYZ's owned platform?	☐ More than once a month ☐ About once a month ☐ Once every 2–3 months ☐ Once every 4–6 months ☐ Less than once every 6 months
A4	What is your average spending per transaction via PT. XYZ's app/website?	☐ Less than Rp50,000 ☐ Rp50,000–Rp99,999 ☐ Rp100,000–Rp199,999 ☐ Rp200,000–Rp299,999 ☐ Rp300,000 or more
A5	Which channel do you use most often to order via PT. XYZ's platform?	☐ Mobile Application ☐ Website
A6	Which device do you use most often when ordering via PT. XYZ's platform?	☐ Android ☐ iPhone / iOS ☐ Laptop / Computer

Section B – Research Variables

Please indicate your level of agreement with each statement using the following scale:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Variable	Code	Statement	1 2 3 4 5
Ease of Use (EoU)	EoU1	The PT. XYZ ordering platform is easy to navigate.	
	EoU2	It is easy for me to find the products/menu items I want on the platform.	
	EoU3	The steps to place an order (from selection to checkout) are clear and simple.	
Information Quality (IQ)	IQ1	The information on the platform (menu, prices, and descriptions) is accurate.	
	IQ2	The platform provides complete information I need to make an order decision.	
	IQ3	The order summary information (items, quantities, prices, fees) is presented clearly before payment.	
Promotion & Price Attractiveness (PPA)	PPA1	The platform provides promotions/discounts that are valuable to me.	

	PPA2	The prices offered on the platform are attractive compared to other ordering channels.	
	PPA3	Overall, ordering via the platform gives me good value for money.	
System Reliability (SR)	SR1	The platform works reliably without crashing or errors during ordering.	
	SR2	The checkout and payment process works smoothly on the platform.	
	SR3	I feel confident that my order and payment information is handled securely.	
Customer Ordering Behavior (COB)	COB1	I intend to continue using PT. XYZ's owned platform for future orders.	
	COB2	I am likely to place repeat orders using PT. XYZ's owned platform.	
	COB3	PT. XYZ's owned platform is my preferred channel when ordering from PT. XYZ.	
Online Sales Performance (OSP)	OSP1	Using PT. XYZ's owned platform increases how often I purchase from PT. XYZ.	
	OSP2	Using PT. XYZ's owned platform increases the amount/value I spend when ordering from PT. XYZ.	
	OSP3	Overall, the owned platform encourages me to choose PT. XYZ more often than before.	

Do you have any suggestions or feedback to help improve PT. XYZ's app/website in the future? (open-ended, optional)

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