




RESEARCH ON THE IMPACT OF LIVE COMMERCE ON STARBUCKS CONSUMER SATISFACTION - BASED ON THE MODERATING EFFECT OF SUPERVISION STRENGTH



 Yue Su¹

 Zhuang Ma²

 Xinyuan Yin³⁺

 Yuehan Zhao⁴

 Yi Qu⁵

^{1,2,3,4,5}Surrey International Institute Dongbei University of Finance and Economics Dalian, China.

¹Email: sydufe0315@163.com

²Email: m.zhuang@surrey.ac.uk

³Email: xy00473@surrey.ac.uk

⁴Email: 1272897796@qq.com

⁵Email: quyijerry@dufe.edu.cn



(+ Corresponding author)

ABSTRACT

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This paper aims to analyze the impact of live commerce business on Starbucks consumers' purchase intention, explore the impact of consumer satisfaction preference on Starbucks consumers' purchase intention of coffee, and explore the influence of supervision strength and its moderating effect of live commerce on Starbucks customer satisfaction. On the basis of understanding the definition and relevant literature, reasonable assumptions are put forward. Then, this study used the hierarchical regression analysis tool to test the hypothesis and conducted a questionnaire survey on 1091 consumer groups who had the experience of watching live commerce and ordering shopping. Through correlation and regression analysis, this study found that supervision, live interactive effect, commodity quality and after-sales service are the key factors affecting consumers' satisfaction with Starbucks live delivery mode. In addition, the supervision strength has significantly adjusted the relationship between fundamental facilities, logistics after sales and Starbucks customer satisfaction. Therefore, building a "department supervision + industry self-discipline" supervision system, enhancing the interactive effect of Starbucks live commerce, strictly controlling the product quality of Starbucks and improving Starbucks after-sales service system are feasible suggestions to improve consumer satisfaction under Starbucks live delivery mode and emphasizing the moderating effect of supervision strength on live commerce so as to provide reference for relevant stakeholders involved in live shopping to make optimal decisions, so as to protect the interests of all parties, achieve win-win results.

Contribution/ Originality: Based on the hierarchical regression analysis of 1091 samples, this paper analyzes the impact of live commerce business on consumers' purchase intention, explore the impact of consumer satisfaction preference on consumers' purchase intention, and explore the influence of supervision strength and its moderating effect of live commerce on customer satisfaction.

1. INTRODUCTION

1.1. Research Background

Live commerce is a new e-commerce sales model in recent years (Zhouchao, 2020). As a live broadcasting activity, the commodities brought by live commerce first came from game live broadcasting and show live broadcasting, represented by Taobao, tiktok, etc.

Starbucks coffee company was founded in 1971 and headquartered in Seattle, Washington, United States. It is committed to business ethics, purchasing and baking world-class Arabica coffee. Starbucks has more than 32000 branches in 82 markets around the world (Jia, 2021). The Yunnan "Star" plan, which embodies Starbucks' nine-year efforts, has yielded fruitful results. Starbucks has selected "Tianzuo Zhihe" comprehensive coffee beans and sun-dried coffee beans of Yunnan Hongfeng farm in China, which have been listed in Starbucks' Shanghai baking workshop and Starbucks' national selection stores. This is also the fifth consecutive year that Starbucks China has launched Yunnan coffee beans (Li, 2020).

Since the outbreak of corona-virus disease in 2020 and 2019, in order to control the spread of the epidemic, domestic schools and countries have responded to the national call to reduce running away from home, which has a great impact on offline consumption. Driven by online celebrities, stars and local officials, more and more consumers choose to watch live broadcasts and order shopping (Mao, 2021). The live commerce of commodities has promoted the "cloud return" of many light industries, enabling consumers to realize "cloud shopping" and "cloud shopping" without going out. The active promotion of the live shopping platform, the hard explanation of the anchor, the entertainment interaction with the audience, the high-quality and cheap consumption experience, the explosive growth of sales, etc. make the live commerce a new marketing trend and get official recognition.

On September 16 2021, Starbucks entered the Taobao live commerce room of online red, and launched online red with goods and live promotion activities. While introducing the Starbucks cup in hand, consumers interacted with the customized version of t-mall elf of Starbucks to demonstrate voice and order coffee. As soon as the product went online, more than 3000 customized t-mall elves sold out immediately (Xiaoyu, 2021). Internet speed, hand speed and luck are indispensable. That night, Starbucks had a new outstanding record. Within half an hour, 90000 cups of Matcha cocoa chips and Frappuccino were sold; 38000 large latte electronic drink coupons were sold; Starbucks orange pomelo party double cup coupons sold 30000 cups; Starbucks 355ml classic heritage stainless steel cup, with a turnover of 6000; Starbucks plastic straw cup, 3000 transaction orders; Starbucks customized t-mall elf, with 3000 transaction orders (Yuntai, 2019). In the sales that night, the products with high unit price had a small discount, and the drinks had the greatest discount.

On March 2 2022, Beijing Sunshine consumption big data research institute and the research center of consumer rights and interests protection law of the University of international business and economics jointly held an online press conference on the public opinion report on live consumption with goods (2021) (hereinafter referred to as the report). Chen Fengxiang, Deputy Secretary General of Beijing Consumer Association, said at the press conference that in 2021, the 96315 hotline of Beijing Consumer Association accepted 2026 complaints from consumers about live broadcasting and goods, an increase of 98.43% over 1021 complaints in 2020 (Zhaogui, 2022). In this regard, Su haopeng, director of the Research Center for consumer protection law of the University of international business and economics, suggested that in view of the problems existing in the live delivery of goods, we should clarify and compact the responsibility of the platform, improve the legal awareness of the anchor group, and continue to strengthen supervision and punishment (Zhaogui, 2022). For the new mode of live broadcasting with goods, on the one hand, we should adhere to prudent and inclusive supervision, on the other hand, we must keep the bottom line of the law and ensure its development in norms. For platforms with poor management and frequent problems, we should urge them to implement the rectification by means of interview and ordering rectification; Anchors and businesses that obviously violate laws and regulations or damage the rights and interests of consumers shall be severely punished according to law, and shall be included in the credit blacklist according to the severity of infringement, so as to effectively enhance the effectiveness and deterrence of supervision.

1.2. Research Questions and Purposes

The issues of this paper are that: a) what is the live commerce; b) what kind of positive customer satisfaction constitutes the success of live commerce; c) Use statistics and models to analyze which factors are most effective for

Starbucks' success; d) Through the analysis of Starbucks, it provides valuable suggestions for live commerce and delivery.

The purposes of this paper are that: a) to analyze the impact of live commerce on Starbucks consumers' purchase intention. b) to explore the impact of consumer satisfaction preference on Starbucks consumers' willingness to buy coffee. c) to explore the moderating effect of supervision strength on live commerce of Starbucks customers satisfaction.

1.3. Important Contents of this Report

The Poverty Alleviation Office of the State Council pointed out that "commodity live broadcasting is an important way of poverty alleviation through consumption", which appeared for the first time in the national government work report. In the context of such rapid development of commodity live broadcasting, in order to occupy a place in the market, we should not only invest a lot of energy in market operation and strategy formulation, but also pay high attention to consumers' satisfaction in the whole consumption process, that is, consumer satisfaction. Because the form of one to many webcast determines consumers' satisfaction with the live commerce, it is related to the scale effect of the live commerce; In this context, taking Starbucks as an example, this paper makes an in-depth study on how to improve consumer satisfaction and how to optimize the marketing mode of live broadcasting and goods.

2. LITERATURE AND HYPOTHESES

2.1. Live Commerce

2.1.1. Definition of Live Commerce

Live commerce, which means a term of description to combine streaming video and e-commerce, aims to make a revolution on the retail industry and consumer shopping habits, promoting the instant purchase, providing detailed explanation and displaying of physical commodities through chatting functions or reaction buttons. It is a trend that is currently reaping great success in China – and soon we could be able to see brands and sellers closer to us using live e-commerce (Lucinda, 2021). Live commerce is the fusion of live streaming videos and e-commerce, which gives customers confidence and the ability to find answers to questions that would otherwise prevent them from adding items to their carts and make purchases.

There are different types of live businesses emerging today, and the first one to mention is online marketplaces (Chris, 2020).

Online platforms like eBay and Alibaba are places where users can easily buy and sell, but that concept is becoming outdated and copied by countless other businesses. To keep users engaged while shopping online, the company has rolled out new features to ensure the online marketplace remains relevant and increases revenue. This is where on-site commerce comes in. By providing real-time interaction, buyers and sellers will feel like they are in a physical market, but in the comfort of their own homes. The second is a live auction (Arun et al., 2021). Instead of going to an auction house, buyers and sellers can connect online and globally. Live auctions can expand the bidding pool, which means there will likely be more discussions, more bidders, and more competitive bids than ever before. The third is influencer streaming (Traci, 2022). We're used to seeing influencers of all types on social media (whether nano, micro, macro or super), and with the new need to increase engagement, you'll soon see influencers livestreaming on e-commerce sites. The fourth is the on-site events. Product launches, retail holidays, limited edition merchandise, although all related to the above categories, are more likely to take place as "live events". Streaming these live events will make regional, national, and even global coverage quick and easy. It also has no consumer restrictions - which will add a sense of urgency for buyers. Final ID interview and Questions and Answers (Q&As). In addition to reading Q&A blogs, livestreams can also feature live Q&A sessions with experts or

regular users of the product. This approach humanizes the brand and invites the audience to participate in a dialogue between the community.

2.1.2. Starbucks Live Commerce Factors

2.1.2.1. The Impact of Infrastructure on Customer Satisfaction

On-site distribution needs to rely on certain infrastructure to realize real-time dynamic two-way interaction, commodity information display and payment, so as to complete the process of consumption experience. The infrastructure factors in this paper mainly include five aspects: the fluency of the platform, the advertising effect of the platform, the diversification of the live streaming platform, the convenience of payment methods and the security of payment. The smoother operation of the platform, the better browsing experience it brings to consumers and the higher consumer satisfaction (Fanjiao, 2016). The more perfect the advertising effect of the platform is, the clearer the target audience will be and the stronger the consumer stickiness will be, which will further enhance consumer loyalty and effectively improve consumer satisfaction (Xiaojiang, 2015). The more diverse and rich the livestreaming platforms, the fiercer the competition. In order to attract consumers and form their preference for using the platform, each live streaming platform will improve its service quality in terms of platform infrastructure and other aspects, which will have a positive impact on consumer satisfaction. The more convenient, convenient and efficient the payment method is, the more in line with the payment habits of consumers, the better the service experience perceived by consumers and the higher their satisfaction (Wen, 2020). There is no doubt that the importance of payment security has an impact on consumer satisfaction. If the level of payment security is not guaranteed, consumers will have to take more risks and satisfaction will naturally decline. Therefore, this study puts forward the following hypotheses. *H1a*. the fluency of Starbucks live broadcasting platform positively affects the consumer satisfaction under the live commerce.

H1b. the advertising effect of Starbucks live broadcasting platform positively affects the consumer satisfaction under the live commerce.

H1c. the diversification of Starbucks live broadcasting platform positively affects the consumer satisfaction under the live commerce.

H1d. the payment convenience of Xingxiang membership card positively affects the consumer satisfaction under the live commerce.

H1e. the payment security of Xingxiang membership card positively affects the consumer satisfaction under the live commerce.

2.1.2.2. Impact of Anchor Performance on Customer Satisfaction

As an emerging e-commerce mode, live broadcasting with goods is conducted. In this process, anchors take the live broadcasting platform as the carrier to convey information to relevant recipients.

Introduce the performance of the product, and then influence its purchase behavior. The relevant performance of anchors in live broadcast commerce directly affects consumers' pre-purchase expectations. If there is a big difference with the actual experience after purchase, consumers' satisfaction will be reduced. The performance factors of anchors in this paper mainly include the interactive effect of live broadcast commerce, the details of commodity introduction, the duration of live broadcast commerce, the effect of commodity publicity, the degree of commodity preference and the quality of commodities sold in live broadcast commerce. These are mainly considered from the information source characteristics of the live commercial performance of anchors (Liu, Meng, Chen, & Duan, 2020). For example, the effect of on-site business interaction is "interactivity". The stronger the real-time interaction between the anchor and consumers, the stronger the sense of immersion of consumers, thus improving the enjoyment of shopping; At the same time, it will also enhance consumers' understanding of the product, reduce information asymmetry, reduce the level of risk taking, and then improve consumer satisfaction. The details of the

product introduction are "professional". Anchors make a lot of professional introductions to the products in live commerce, which reduces the time and cost for consumers to understand the products themselves, thus improving consumers' satisfaction. "Attractiveness" is reflected in the commercial hours of live broadcast by anchors, the effect of product promotion and the degree of product preference. The more attractive an anchor is to consumers, the more engagement it can increase, which in turn affects user satisfaction. The quality of goods sold in live-streaming rooms reflects "reputation". The higher the quality of goods, the stronger the credibility of anchors, and the higher the consumer's favorability and recognition of anchors and their recommended goods, so as to improve consumer satisfaction. Therefore, the hypothesis is as follows. *H2a*. the interactive effect of Starbucks live commerce positively affects the consumer satisfaction under the live commerce.

H2b. the details of Starbucks product introduction positively affects the consumer satisfaction under the live commerce.

H2c. the duration of Starbucks anchor live commerce positively affects the consumer satisfaction under the live commerce.

H2d. the publicity effect of Starbucks co-branded products positively affects the consumer satisfaction under the live commerce.

H2e. full discount coupons positively affects the consumer satisfaction under the live commerce.

H2f. the new speed of Christmas limited toffee Hazelnut Latte positively affects the consumer satisfaction under the live commerce.

2.1.2.3. Impact of Logistics after Sales on Customer Satisfaction

Logistics after-sales service is a necessary process after the occurrence of consumer behavior in the field distribution mode, and its service quality will affect consumer satisfaction (Guanning, 2018). In this paper, logistics after-sales factors mainly include logistics service and after-sales service. Many scholars have confirmed through empirical analysis that logistics service and after-sales service have a positive impact on consumer satisfaction (Xiaojiang, 2015). High-quality logistics service and after-sales service are important means to improve consumer satisfaction (Fanjiao, 2016). Therefore, this study puts forward the following hypotheses. *H3a*. The special star delivery logistics service positively affects the consumer satisfaction under the live commerce.

H3b. Starbucks' after-sales service positively affects the consumer satisfaction under the live commerce.

2.2. Supervision Strength

2.2.1. Definition of Supervision Strength

The supervision strength of live broadcasting with goods is a hot topic during the national two sessions this year. A deputy to the National People's Congress bluntly said that the relative lag of the relevant standards and systems for the supervision of live commerce goods is the fundamental reason for the chaos in the industry.

Objectively speaking, the rules of the industry are being established. The regulations on the management of internet live commerce marketing information content service drafted by the state network information office in November 2020 stipulates that "the live commerce the marketing platform shall prevent and stop illegal advertisements, price gouging and other acts infringing on the rights and interests of users, and give a major warning to users of the risks of private transactions outside the platform." Guangdong Provincial Department of agriculture and rural areas issued the notice on further standardizing video live broadcasting activities and promoting the healthy development of live broadcasting marketing of agricultural products, which put forward specific requirements for further standardizing and doing well the live broadcasting marketing of agricultural products (CYOL, 2021).

After investigation, investigation and in-depth research, the China Federation of Commerce recently issued a notice requiring the media shopping Professional Committee under the Federation to take the lead in drafting and

formulating two standards, including the basic specification for video live shopping operation and service and the evaluation guide for online shopping integrity service system. This is the first national standard in the industry.

The questions arising from live broadcasting can be answered according to relevant laws, and the basis and path of rights and obligations, supervision and rights protection can be found. For example, the problem of selling "three noes" products and counterfeit products can be solved according to the product quality law and the trademark law; The problem of false and exaggerated publicity can be solved according to the anti-unfair competition law and the advertising law; The problem of difficult guarantee of after-sales service can be solved according to the law on the protection of consumers' rights and interests; The problem of false endorsement can also be solved according to the advertising law. In addition, the e-commerce law also clearly stipulates the regulation and management responsibilities of e-commerce sales and e-commerce platforms for "violations of the legitimate rights and interests of consumers when operators in the platform sell goods or provide services". If the above legal responsibilities "perform their respective duties" and can be put in place, it can promote and restrict the live delivery of goods into the track of the rule of law.

2.2.2. Impact of Supervision Strength on Customer Satisfaction

When live streaming delivery methods generate some negative social energy, supervision should be strengthened to safeguard the rights of relevant stakeholders. This is of great significance to improve consumer satisfaction, and is also a necessary way to standardize the development of the new marketing mode of live streaming with goods. This paper mainly divides the regulatory factors into three dimensions: the inspection of relevant institutions, the restriction and supervision of anchors, and the way and effect of safeguarding rights. In recent years, while the live-streaming delivery mode has become popular, there have also been quite a few consumption and violations. Relevant departments attached great importance to this, investigated and closed down a number of live-streaming platforms suspected of serious violations, issued a number of policies to strengthen supervision, and effectively improved consumer satisfaction (Jing, 2017). With the diversification of livestreaming business, some streamers are trying to gain attention and improve the mobility of transporting goods. Live commercial content involves mischief, pornography, excessive speculation and other illegal and disciplinary behaviors (Chunzhu & Juan, 2017). The restriction and supervision of anchors by relevant departments can ensure that consumers have a good consumption experience and improve their satisfaction. The way and effect of safeguarding the rights of consumers after encountering consumption problems significantly affect their post-purchase experience, and then affect their satisfaction. This is also confirmed by the survey report of China Consumers Association at the end of March 2020 (199it, 2020). Therefore, this study puts forward the following hypotheses. *H4a*. the supervision of Starbucks live commerce by relevant departments positively affects the consumer satisfaction under the live commerce.

H4b. restrictions on Starbucks anchor and supervision positively affects the consumer satisfaction under the live commerce.

H4c. the ways and effects of rights protection positively affects the consumer satisfaction under the live commerce.

2.3. The Moderating Effect of Supervision Strength

2.3.1. The Moderating Effect of Supervision Strength on Fundamental Facilities

As mentioned above, a good live platform fundamental facilities may affect the purchase intention of Starbucks consumers. However, different supervision strength may change the impact of fundamental facilities on consumer satisfaction. First, the supervision strength may affect the relationship between the fundamental facilities of the live broadcasting platform and Starbucks consumer satisfaction. As mentioned earlier, due to the convenience and security, consumers of the live broadcasting platform prefer to buy Starbucks products with high fluency of the platform and convenient and safe means of payment (Fanjjiao, 2016). However, if the supervision strength is not in

place, the high fluency of the platform and the convenience and security of payment means cannot be guaranteed, and consumer satisfaction may be reduced.

In addition, Chen Fengxiang, Deputy Secretary General of the Beijing Consumer Association, said at the press conference that in 2021, the 96315 hotline of the Beijing Consumer Association accepted 2026 complaints from consumers about live broadcasting and goods, an increase of 98.43% over 1021 complaints in 2020. Among them, induced transactions accounted for 2.69% (Zhaogui, 2022). If the supervision strength is strong, the platform fundamental facilities are well maintained, and the payment means are smart and powerful enough to prevent and avoid bad payment cases, relevant complaints may be reduced and consumer satisfaction will increase. Therefore, this paper suggests the following hypothesis:

H5. Supervision strength positively moderates the effect of fundamental facilities on customer satisfaction under the live commerce.

2.3.2. The Moderating Effect of Supervision Strength on Anchor Performance

As mentioned above, good anchor performance may affect consumers' purchase intention. However, different supervision strength may change the impact of anchor performance on Starbucks consumer satisfaction. First, supervision strength may affect the relationship between anchor performance and consumer satisfaction. As mentioned above, consumers are more willing to buy Starbucks live commerce products because of the high-quality live commerce interaction effect (Liu et al., 2020). However, according to a similar idea, for commodities with insufficient supervision, excessive promotion and false publicity may cause customers' disgust. Therefore, the live broadcasting platform may be more popular with consumers. However, too strict and sensitive supervision of anchor may damage the freedom and enthusiasm of anchor performance, affect sales, make customers lose interest in shopping and reduce customer satisfaction.

In addition, Chen Fengxiang, Deputy Secretary General of the Beijing Consumer Association, said at the press conference that in 2021, the 96315 hotline of the Beijing Consumer Association accepted 2026 complaints from consumers about live broadcasting and goods, an increase of 98.43% over 1021 complaints in 2020. Product quality problems accounted for 32.35%, false publicity accounted for 31.64%, misleading prices accounted for 30.21%, and sales of prohibited goods accounted for 0.09% (Zhaogui, 2022). Therefore, with strong supervision and good anchor performance, it can prevent and avoid excessive marketing and false publicity, reduce relevant complaints and improve consumer satisfaction. Therefore, this paper suggests the following hypothesis:

H6. Supervision strength positively moderates the effect of anchor performance on customer satisfaction under the live commerce.

2.3.3. The Moderating Effect of Supervision Strength on Logistics after Sales

As mentioned above, logistics after sales may affect consumers' purchase intention. However, different supervision strength will change the impact of logistics after sales on Starbucks consumer satisfaction. First, the supervision strength may affect the relationship between logistics after sales and consumer satisfaction. As mentioned earlier, the better the distribution service and logistics service, the higher the consumer satisfaction may be (Xiaojiang, 2015). Therefore, if the supervision is strengthened, the logistics after sales will be better and the satisfaction of consumers will be higher.

In addition, Chen Fengxiang, Deputy Secretary General of the Beijing Consumer Association, said at the press conference that in 2021, the 96315 hotline of the Beijing Consumer Association accepted 2026 complaints from consumers about live broadcasting and goods, an increase of 98.43% over 1021 complaints in 2020. Among them, 1.83% were returned and replaced, and 1.2% were delivered slowly (Zhaogui, 2022). Therefore, this paper suggests the following hypothesis:

H7. Supervision strength positively moderates the effect of logistics after sales on customer satisfaction under the live commerce.

The Figure 1 presents the research model of this study, incorporating the proposed hypotheses.

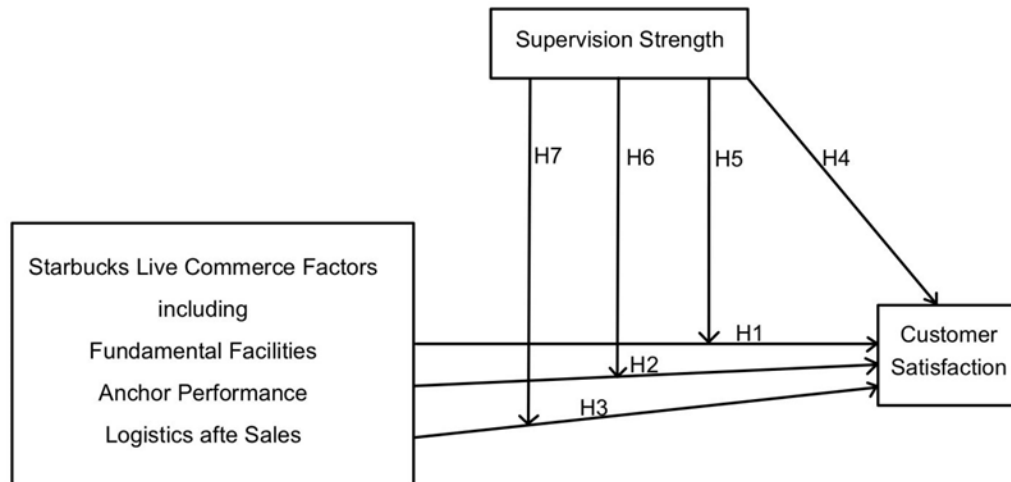


Figure 1. Research model.

2.4. Customer Satisfaction

The existing literature on consumer satisfaction mainly focuses on three aspects: the basic connotation of consumer satisfaction, influencing factors and model construction. Since the concept of consumer satisfaction was first proposed (Cardozo, 1965) subsequent scholars have put forward their own opinions and understandings on the basic connotation of consumer satisfaction from different perspectives, but they are basically explored from three aspects: process, essence and perception attitude. Consumer satisfaction is a cognitive state that measures whether consumers are adequately compensated for the prices they pay (Howard & Sheth, 1969). The expectation inconsistency theory proposed is regarded as the most representative: consumer satisfaction is a kind of post-consumption evaluation, which compares the expectation before consumption with the perceived value after using the product or service. The difference between the two is inconsistent. If the perceived value meets or exceeds the expected value, consumers are satisfied, otherwise they are not satisfied (Oliver, 1981). Further, it is defined as the difference function between the perceived effect of consumers and the expected value of the product (Kotler, 1991). Domestic scholars' views on the basic connotation of consumer satisfaction are mostly based on Oliver and combined with specific industries to study consumer satisfaction. For example, Hongxin and Yuhui (2015) investigated consumers who purchased fresh agricultural products online (Hongxin & Yuhui, 2015). According to the characteristics of fresh agricultural products, this paper studies the influence of consumption expectation and quality perception on consumer satisfaction. Chen Fanjiao also studied consumer satisfaction in the fresh e-commerce industry from the perspective of cumulative transaction, and believed that satisfaction is a comprehensive evaluation of consumers based on the use of fresh e-commerce platform and the comparison between post-purchase experience and pre-purchase expectation (Fanjiao, 2016). Combined with the views of the above scholars, this paper understands consumer satisfaction as a psychological response based on consumers' expectations of products or services before consumption and their satisfaction of expectations and needs after consumption. In the research on the influencing factors of consumer satisfaction, the most famous is Oliver's attribute performance theory. Oliver believes that satisfaction is based on the evaluation of attribute performance, so satisfaction is a function of product attributes, and the performance of each attribute is the main factor affecting the overall satisfaction (Oliver, 2006). The more important the attribute, the greater the impact of its performance on satisfaction. Gardial has also demonstrated through empirical analysis that consumer satisfaction almost doubles and often depends on the

performance level of the attributes they value, rather than based on a holistic consideration of the product, that is, consistent with Oliver's views (Gardial, Clemons, Woodruff, Schumann, & Burns, 1994). Domestic scholars often contact specific industries to explore the influencing factors of consumer satisfaction. For example, Fanjiao (2016) investigated the influencing factors of consumer satisfaction from the perspective of purchasing process based on the characteristics of fresh e-commerce. It is found that product quality, website function and after-sales services are important factors affecting consumer satisfaction. Daohe, Jun, and Jianghua (2019) used the binary logistic model to conduct an empirical study on the influencing factors of tea e-commerce consumer satisfaction, and found that the quality, brand, price and freshness of tea have a significant impact on the satisfaction of tea e-commerce consumers, while the impact of delivery service, appearance and delivery speed is relatively small (Daohe et al., 2019). Wen (2020) further discussed the influencing factors of consumer satisfaction of fresh e-commerce in O2O mode (Wen, 2020). In addition to the factors often considered by scholars, such as product price, product quality, logistics distribution, after-sales service, and web design, they also creatively discuss the technical factor: the impact of payment method on consumer satisfaction. The results show that these six factors have positive effects on improving consumers' satisfaction with online and offline fresh agricultural products. The analysis of the influencing factors of consumer satisfaction in domestic and foreign academic circles often starts from the perspective of empirical research, quantifying and analyzing the influencing factors of consumer satisfaction with numbers, finding out the key factors and deficiencies, so as to provide suggestions and suggestions for the good development of specific industries in the future.

For the model construction of consumer satisfaction, Fornell created the American consumer satisfaction index model (ACSI) and added the overall quality perception factors of consumers (Fornell, Johnson, Anderson, Cha, & Bryant, 1996). Based on the research of foreign scholars, Chinese scholars have created a relatively complete Chinese consumer satisfaction index model (CCSI) based on the consumption psychology of Chinese consumers, and believe that brand image is also one of the main factors affecting consumer satisfaction. The above three theoretical models are obtained by investigating and studying a large number of consumers regardless of industry and product, and have a relatively mature development process; However, more scholars tend to study consumer satisfaction in specific industries or consumption patterns, and construct a consumer satisfaction model based on the analysis of its main influencing factors. Hongxin and Yuhui (2015) two take the customer satisfaction of online purchase of fresh agricultural products as the starting point, and based on the CCSI model, establish the consumer satisfaction model of "Internet plus agriculture" with consumer satisfaction as the result variable, and the four dimensions of brand image, consumer expectation, overall quality perception and perceived value as the influencing factors (Hongxin & Yuhui, 2015). Lu (2016) based on the current situation of commercial retail enterprises, the structure model of consumer satisfaction of retail enterprises is designed according to consumer satisfaction and loyalty by taking corporate image as independent variable (Lu, 2016). Li Ning also studied the satisfaction of online shopping of fresh agricultural products and creatively introduced the quality evaluation and food safety risk perception as moderating variables into the construction of the influencing factor model of consumer satisfaction of online shopping of fresh agricultural products (Ning, Jinhua, & Danli, 2019). It can be seen from the above that scholars have discussed consumer satisfaction from different perspectives, either on the basis of overall and even national conditions, or from specific industries or specific consumption modes to create consumer satisfaction models. It can be seen that consumer satisfaction has been widely studied under different backgrounds.

Meanwhile, from the above literature review, it can also be seen that although scholars have made a lot of active exploration in the research of consumer satisfaction, few scholars pay attention to the consumer satisfaction under the new marketing mode of live broadcast delivery. Live broadcasting with goods is a marketing method that takes the live broadcasting platform as the carrier, uses the interactive form of live broadcasting to achieve diversified two-way real-time interaction, and implicitly display product information, so as to affect consumers' purchase behavior (Fengjun, 2020). It embodies two important characteristics of social media: participation and

sharing; Between the anchor and fans, fans and fans build a field that can be online at the same time, participate in real-time interaction and share information (Huanqing, 2019). As a new marketing means, live broadcasting with goods has given a strong vitality to the live broadcasting with goods mode and detonated the arrival of new interactive marketing with its timeliness and the advantageous characteristics of "face-to-face" communication (Xin, 2017). While the live commerce is becoming more and more. The popularity and creation of amazing economic value at the same time, there are also many problems, these problems directly affect the satisfaction of consumers; However, the academic research on on-site delivery, a new marketing model, is still in its infancy, and few scholars have linked it with consumer satisfaction.

In view of this, under the background that the live delivery mode is highly concerned by consumers, enterprises and even the government, taking the consumer satisfaction under the live delivery mode as the starting point, based on literature review and theoretical analysis, this paper constructs a theoretical framework affecting consumer satisfaction under the live delivery mode, and puts forward research hypotheses, At the same time, based on the questionnaire data, this paper empirically analyzes the influencing factors and direction of consumer satisfaction under the live shopping mode, analyzes the key and weaknesses, and discusses the problems in the process of live shopping, in order to provide effective suggestions for the relevant stakeholders involved in live shopping to make the best decision, so as to protect the interests of all parties and achieve win-win results.

3. METHODOLOGY

3.1. Research Methods

This dissertation uses literature survey, descriptive and explanatory research methods to collect data and design the self-administered questionnaire. Descriptive research is to portray accurate profiles of persons, events or situations. This method can also be used to describe the characteristics of the market and thereby make some specific hypotheses. In the explanatory research, this study apply quantitative method to analyzed data. For example, a questionnaire enables me to explore different factors influence Starbucks consumers satisfaction on live commerce, understand the real purchase intention of sample populations, and an causal relations between variables. In terms of secondary research, literature survey methods are used to do literature review from many academic websites, such as Emerald Springer, and then develop research hypotheses and design the Questionnaire.

3.2. Research Design

3.2.1. Research Questions

This study aims to analyze the impact of live commerce on Starbucks consumers' purchase intention, explore the impact of consumer satisfaction preference on Starbucks consumers' willingness to buy coffee and analyze the moderating effect of supervision strength on the relationship between Starbucks live commerce and customer satisfaction.

3.2.2. Questionnaire Design

This study uses the method of questionnaire to explore and analyze the influencing factors of consumer satisfaction under the live delivery mode. The questionnaire is mainly designed into three parts: the first part is the basic information survey of consumers (including gender, age, education, economic level, etc.); The second part is the survey of consumers' participation and attitude towards live delivery, so as to identify and screen the respondents; The third part is the survey of consumers' satisfaction with live delivery, which mainly measures the 16 influencing factors mentioned above. All items are measured by Likert five level scale. The test items of 16 influencing factors come from the previous literature, and are properly adjusted and designed according to the characteristics of live delivery mode. In order to ensure the reliability and validity of the questionnaire, a pre survey was conducted before formal data collection, and the questions of the questionnaire were revised according to the

pre survey opinions, so as to make the problem expression more clear and clear. The detailed questionnaire is showed as follow:

3.3. Measurement of Variables

3.3.1. Control Variables

For control variables, the characters of respondents are measured by gender, age, education, economic level. These variables are recognized as that can influence the purchase intention of consumers in addition to the product.

3.3.2. Independent and Moderating Variable

For independent variables, this study uses four dimensions: fundamental facilities, supervision strength, anchor performance and logistics after sales. Specifically, this study uses the survey of consumers' satisfaction with live delivery, which mainly measures the 16 influencing factors mentioned above. The test items of 16 influencing factors come from the previous literature, and are properly adjusted and designed according to the characteristics of live delivery mode. In addition, supervision strength is both an independent variable and a moderating variable. This study captures supervision strength from three aspects: the Inspection of relevant institutions, the restriction and supervision of anchors, and the ways and effects of safeguarding rights.

3.3.3. Dependent Variables

For dependent variables, this study adopts the survey of consumers' participation and attitude towards live delivery, so as to identify and screen the respondents.

3.4. Data Collection and Analysis Methods

The research objects of this study are consumers who watch the live shopping experience. This group includes students, white-collars, doctors, workers and eiders who watch the live shopping experience. Additionally, this study adopts online questionnaire, which can be distributed widely, save a lot of time, and make the data be quantified easily, although it may also produce some invalid data if the respondents are careless. After collection, this study applies Statistical Product and Service Solutions (SPSS) as an instrument to do reliability test ,factor analysis, correlation analysis and regression analysis to examine and compare the data.

1126 questionnaires were recycled and there are 35 invalid questionnaires, which include: 1) all the items in the satisfaction score are the lowest or highest score; 2) the answers of questionnaire are almost the same and it seems that the respondents fill them at random. The effectiveness rate of questionnaire is 96.9%.

Table 1 presents the questionnaire design about Starbucks live purchase based on four measurement factors.

4. DISCUSSION

4.1. Descriptive Statistics

Through the descriptive statistical analysis of the valid samples of the questionnaire, the results from Figure 2, Figure 3, Figure 4 and Figure 5 below indicate the gender, age, education and income of respondents respectively. Overall the data shows that among 1091 valid questionnaires: 480 men, accounting for 44.00%; 611 women, accounting for 56.00%. Female consumers are more than male consumers, which is consistent with the reality. Due to the history and traditional culture, most families are dominated by men outside and women inside, resulting in the majority of consumers of procurement behavior being women; However, with the development of society, more and more men also participate in purchasing behavior. In terms of age, most of them are aged 18-30, accounting for 57.65%. Consumers are young, which is consistent with young people's pursuit of trends, better acceptance of new things and strong learning ability. In terms of educational background, university or college education accounts for the highest proportion, reaching 45.10%, indicating that the consumer groups participating in watching live

commerce and ordering shopping have higher education level, strong information screening and processing ability, and more pursue a convenient and fresh lifestyle. In terms of monthly income, it is generally distributed in 2000-5000 yuan and 5000-10000 yuan, accounting for 71.41% in total. Most of this income group are new students and ordinary company employees. Due to economic pressure, they prefer to choose convenient and affordable shopping methods, watch live broadcasts in fragmented time, and place orders for high-cost goods. From the descriptive statistics of 16 influencing factors in Table 2, the average value of consumers' satisfaction with each influencing factor is mostly 3.0-3.5, and some are low or high. The highest average satisfaction is the convenience of payment means (3.54) and the lowest is after-sales service (3.01). It can be seen that under the live delivery mode, consumers are more concerned about the quality of Starbucks after-sales services such as product return, refund and complaint handling.

Table 1. Questionnaire design.

Measuring Factor	Question Code	Measuring Question	Reference
Fundamental Facilities	FF1	I think the fluency of Starbucks live commerce platform is very important	Fanjiao (2016)
	FF2	I will buy products with good advertising effect during Starbucks live commerce	Xiaojiang (2015)
	FF3	If Starbucks products can be purchased on multiple live broadcasting platforms, I will consider purchasing them	
	FF4	I will buy the products of Starbucks live commerce, partly because the payment of Xingxiang card is very convenient	Wen (2020)
	FF5	I will buy Starbucks live commerce products partly because the payment of Xingxiang card is very safe	
Anchor Performance	AP1	The interactive effect of Starbucks anchor live commerce affects my purchase of Starbucks products	
	AP2	Starbucks anchor product introduction details affect my purchase of Starbucks products	Liu et al. (2020)
	AP3	The duration of Starbucks anchor live commerce affects my purchase of Starbucks products	
	AP4	If Starbucks co branded products are well publicized, I will consider buying Starbucks products	
	AP5	The full discount coupon in the live studio will encourage me to buy Starbucks products	
	AP6	The toffee Hazelnut Latte that comes back every Christmas month will attract me to buy Starbucks products	
Logistics after Sales	LAS1	If the star delivery service in Starbucks live broadcasting room is convenient, I will buy Starbucks products	Guanning (2018)
	LAS2	The after-sales service of Starbucks live studio will affect my purchase of Starbucks products	Xiaojiang (2015); Fanjiao (2016)
Supervision Strength	SS1	I hope relevant departments will strengthen supervision during Starbucks live commerce	Jing (2017)
	SS2	I hope Starbucks will strengthen the restriction and supervision of anchor	Chunzhu and Juan (2017)
	SS3	I hope Starbucks will pay attention to the ways and effects of safeguarding the rights of consumers on the live delivery platform	199it (2020)

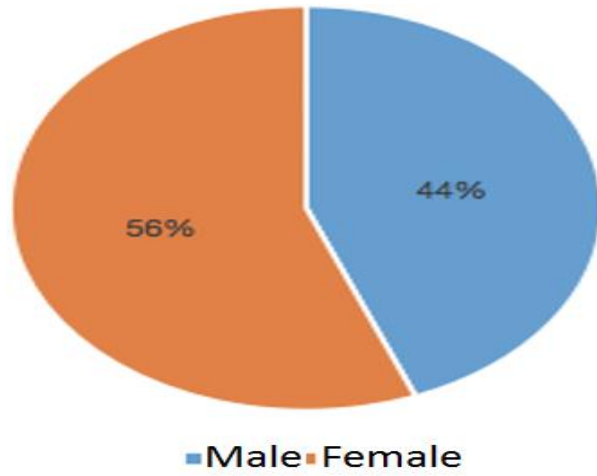


Figure 2. Gender.

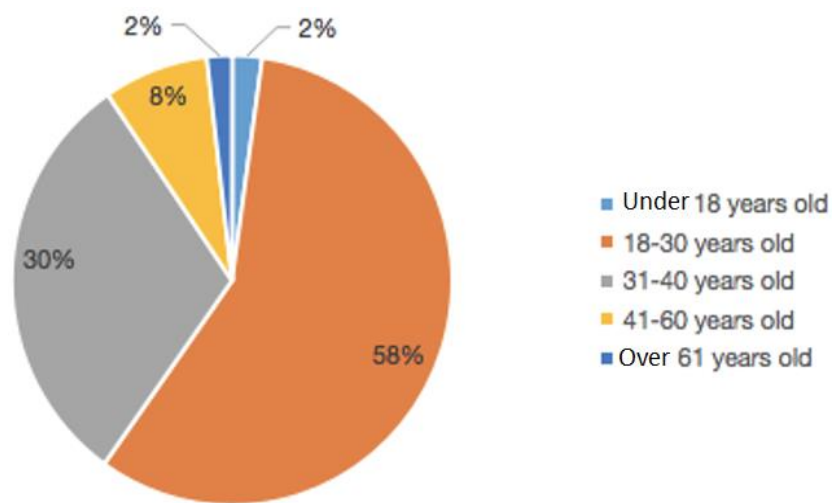


Figure 3. Age.

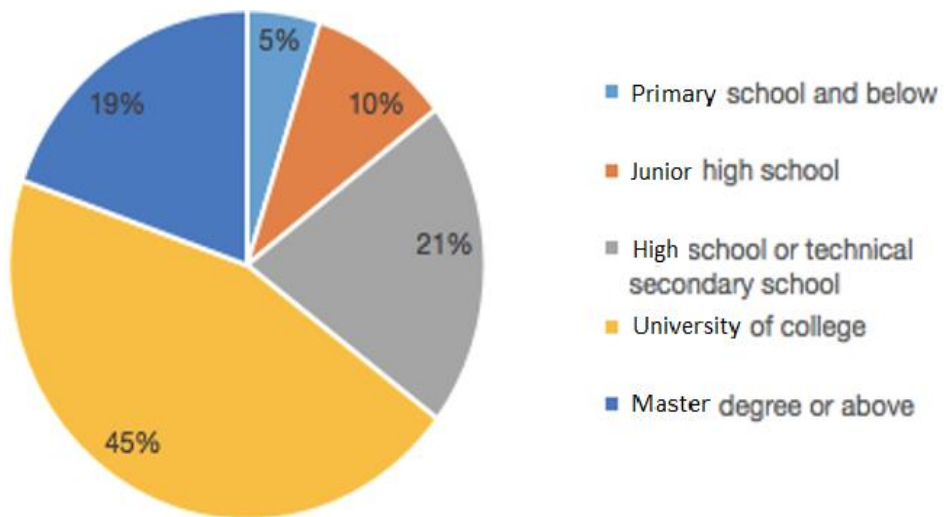


Figure 4. Education.

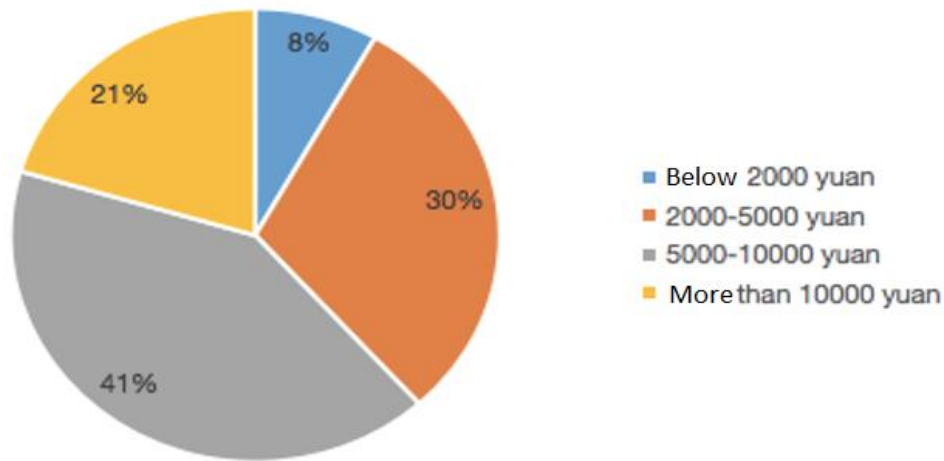


Figure 5. Monthly Income.

Table 2. Reliability analysis results.

Potential variable	Measurement variables	Descriptive Statistics		Chronbach's A Coefficient	Overall Chronbach's A Coefficient
		Mean Value	Standard Deviation		
Fundamental facilities	Starbucks platform fluency	3.39	0.960	0.931	0.957
	Advertising effect of Starbucks platform	3.31	0.939		
	Diversity of Starbucks live broadcasting platform	3.41	0.922		
	Convenience of payment means of Starbucks rewards card	3.54	0.981		
	Payment security of Starbucks rewards card	3.30	0.947		
Anchor performance	Interactive effect of Starbucks live commerce	3.25	0.858	0.917	
	Starbucks product introduction details	3.27	0.934		
	Duration of Starbucks anchor live commerce	3.17	0.933		
	Publicity effect of Starbucks new products	3.26	0.906		
	Ddiscount coupon	3.18	0.916		
	Christmas Toffee Nut Latte	3.04	0.817		
Logistics after sales	Starbucks delivery	3.19	0.902	0.843	
	Starbucks after sales service	3.01	0.952		
Supervision strength	Supervision of Starbucks by relevant departments	3.08	0.937	0.931	
	Starbucks' restriction and supervision on anchor	3.03	0.952		
	Ways and effects of safeguarding rights	3.02	0.942		

4.2. Reliability Test

This paper mainly uses Cronbach's α coefficient to test the reliability of the whole scale and each potential variable formed by multiple measurement variables. The reliability analysis results are shown in Table 2. Using SPSS software to analyze the reliability of infrastructure, supervision, anchor performance and logistics after-sales, the Cronbach's α coefficient of each variable is greater than 0.8, which has good reliability. The reliability test of the

scale as a whole shows that the Cronbach's α coefficient is 0.957, greater than 0.9, which is very reliable, indicating that the overall reliability of the questionnaire is high, and all variables also have good internal consistency.

Table 3. Kmo and bartlett test results.

KMO (Kaiser-Meyer-Olkin) Test		0.943
Bartlett's sphere test	Approximate chi square	16431.239
	freedom	120
	Significance	0

4.3. Validity Test

In this paper, KMO and Bartlett ball shape test are selected to analyze the validity of the samples. It can be seen from Table 3 that KMO value is 0.943, greater than 0.9, which is able to do factor analysis; The significance value in Bartlett's sphere test is 0.000, less than 0.05, indicating that the consistency test between variables is passed and the construct validity is good. The principal component analysis of the data is carried out through Statistical Product and Service Solutions (SPSS) software. The extracted factor results are shown in Table 4. It can be seen that the factor load coefficient of all measured variables on their potential variables is greater than 0.7, indicating that the variables have good convergence validity and the interpretation of each principal component factor is good. By dividing all factors into four principal components, it can effectively explain the consumer satisfaction under the live delivery mode.

Table 4. Principal component analysis results.

Factor	Item	Factor Loading		
Fundamental facilities	Starbucks platform fluency	0.917		
	Advertising effect of Starbucks platform	0.857		
	Diversity of Starbucks live broadcasting platform	0.871		
	Convenience of payment means of Starbucks rewards card	0.905		
	Payment security of Starbucks rewards card	0.849		
Anchor performance	Interactive effect of Starbucks live commerce		0.877	
	Starbucks product introduction details		0.858	
	Duration of Starbucks anchor live commerce		0.756	
	Publicity effect of Starbucks new products		0.873	
	Discount coupon		0.760	
	Christmas Toffee Nut Latte		0.777	
Logistics after sales	Starbucks delivery			0.904
	Starbucks after sales service			0.898
Supervision strength	Supervision of Starbucks by relevant departments			0.894
	Starbucks' restriction and supervision on anchor			0.927
	Ways and effects of safeguarding rights			0.937

Table 5. Correlation analysis results of independent variables.

		Starbucks platform fluency	Advertising effect of Starbucks platform	Diversity of Starbucks live broadcasting platform	Convenience of payment means of Starbucks rewards card	Payment security of Starbucks rewards card	Supervision of Starbucks by relevant departments	Starbucks' restriction and supervision on anchor	Ways and effects of safeguarding rights	Interactive effect of Starbucks live commerce	Starbucks product introduction details	Duration of Starbucks anchor live commerce	Publicity effect of Starbucks new products	Discount coupon	Christmas Toffee Nut Latte	Starbucks delivery	Starbucks after sales service
Starbucks platform fluency	Pearson correlation	1	0.459	0.226	0.272	0.261	0.451	0.351	0.355	0.226	0.262	0.459	0.273	0.337	0.251	0.149	0.382
	Significance(two tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Advertising effect of Starbucks platform	Pearson correlation	0.459	1	0.323	0.289	0.178	0.287	0.319	0.249	0.419	0.189	0.184	0.391	0.281	0.277	0.388	0.219
	Significance(two tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Diversity of Starbucks live broadcasting platform	Pearson correlation	0.226	0.323	1	0.419	0.333	0.284	0.177	0.428	0.238	0.333	0.218	0.276	0.467	0.245	0.422	0.211
	Significance(two tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Convenience of payment means of Starbucks rewards card	Pearson correlation	0.272	0.289	0.419	1	0.144	0.399	0.239	0.398	0.211	0.145	0.348	0.299	0.383	0.212	0.512	0.360
	Significance(two tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Payment security of Starbucks rewards card	Pearson correlation	0.261	0.178	0.333	0.144	1	0.429	0.188	0.222	0.298	0.411	0.331	0.212	0.389	0.114	0.245	0.391
	Significance(two tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Supervision of Starbucks by relevant departments	Pearson correlation	0.451	0.287	0.284	0.399	0.429	1	0.178	0.287	0.319	0.249	0.419	0.189	0.184	0.391	0.281	0.277
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Starbucks' restriction and supervision on anchor	Pearson correlation	0.351	0.319	0.177	0.239	0.188	0.178	1	0.419	0.333	0.284	0.177	0.428	0.238	0.333	0.218	0.276
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Ways and effects of safeguarding rights	Pearson correlation	0.355	0.249	0.428	0.398	0.222	0.287	0.419	1	0.459	0.226	0.272	0.261	0.451	0.351	0.355	0.226
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Interactive effect of Starbucks live commerce	Pearson correlation	0.226	0.419	0.238	0.211	0.298	0.319	0.333	0.459	1	0.144	0.399	0.239	0.398	0.211	0.145	0.348
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
Starbucks product	Pearson correlation	0.262	0.189	0.333	0.145	0.411	0.249	0.284	0.226	0.144	1	0.239	0.398	0.211	0.145	0.348	0.299

introduction details	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Duration of Starbucks anchor live commerce	Pearson correlation	0.459	0.184	0.218	0.348	0.331	0.419	0.177	0.272	0.399	0.239	1	0.177	0.428	0.238	0.333	0.218
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Publicity effect of Starbucks new products	Pearson correlation	0.273	0.391	0.276	0.299	0.212	0.189	0.428	0.261	0.239	0.398	0.177	1	0.262	0.459	0.273	0.337
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Discount coupon	Pearson correlation	0.337	0.281	0.467	0.383	0.389	0.184	0.238	0.451	0.398	0.211	0.428	0.262	1	0.419	0.189	0.184
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Christmas Toffee Nut Latte	Pearson correlation	0.251	0.277	0.245	0.212	0.114	0.391	0.333	0.351	0.211	0.145	0.238	0.459	0.419	1	0.249	0.419
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Starbucks delivery	Pearson correlation	0.149	0.388	0.422	0.512	0.245	0.281	0.218	0.355	0.145	0.348	0.333	0.273	0.189	0.249	1	0.317
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Starbucks after sales service	Pearson correlation	0.382	0.219	0.211	0.360	0.391	0.277	0.276	0.226	0.348	0.299	0.218	0.337	0.184	0.419	0.317	1
	Significance(two tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

4.4. Correlation Analysis

4.4.1. Correlation Analysis between Independent Variables

This paper mainly uses Pearson correlation analysis to analyze the correlation of independent variables. As shown in Table 5, the Pearson coefficient of each variable is less than 0.6, indicating that the selected independent variable is suitable for this study. Among them, the correlation coefficient between the convenience of payment means and logistics services is the largest, which shows that under the Internet business model, payment and logistics are mutually related. Enterprises should not only pay attention to the convenience of living means, but also pay attention to the construction of logistics services. Next, the correlation between each variable and consumer satisfaction is analyzed.

4.4.2. Correlation Analysis between Various Variables and Consumer Satisfaction

This paper mainly uses Pearson correlation analysis to analyze the correlation between various variables and consumer satisfaction. As shown in Table 6, there is a significant positive correlation between each factor and consumer satisfaction at the level of 0.01, which is consistent with the hypothetical direction proposed in this paper. Among them, the correlation coefficient between the factor of commodity quality and consumer satisfaction is the largest, which shows that to improve the satisfaction of consumers with live goods, we can't abandon the basics. The most primitive commodity quality is still the most relevant factor of consumer satisfaction, and it is also the focus that should be paid more attention to bringing positive marginal effects to businesses. Next, in order to further verify the hypothesis of this paper, regression analysis is needed.

Table 6. Correlation analysis results of various factors and consumer satisfaction.

Factor		Pearson Correlation	Significance (Two Tailed)
Fundamental facilities	Starbucks platform fluency	0.271	0.000
	Advertising effect of Starbucks platform	0.305	0.000
	Diversity of Starbucks live broadcasting platform	0.316	0.000
	Convenience of payment means of Starbucks rewards card	0.272	0.000
	Payment security of Starbucks rewards card	0.289	0.000
Anchor performance	Interactive effect of Starbucks live commerce	0.398	0.000
	Starbucks product introduction details	0.355	0.000
	Duration of Starbucks anchor live commerce	0.308	0.000
	Publicity effect of Starbucks new products	0.346	0.000
	Discount coupon	0.342	0.000
	Christmas Toffee Nut Latte	0.412	0.000
Logistics after sales	Starbucks delivery	0.304	0.000
	Starbucks after sales service	0.362	0.000
Supervision strength	Supervision of Starbucks by relevant departments	0.288	0.000
	Starbucks' restriction and supervision on anchor	0.315	0.000
	Ways and effects of safeguarding rights	0.365	0.000

4.5. Regression Analysis

Based on the correlation analysis of the influencing factors of consumer satisfaction under the live delivery mode, in order to further understand the impact of various factors on consumer satisfaction, this paper takes consumer satisfaction as the dependent variable, 16 influencing factors as the independent variable and supervision

strength as the moderating variables for regression analysis. The analysis of regression coefficient table are shown in Table 7.

From the regression coefficient table, we can see that the regression coefficients of platform advertising effect, diversity of live broadcasting platform, convenience of payment means, effect of rights protection channels, live broadcasting interaction effect, detailed introduction of goods, duration of anchor live broadcasting, commodity quality, after-sales service and consumer satisfaction and fundamental facilities × supervision strength and logistics × supervision strength are positive.

Table 7. Regression analysis results of various factors on consumer satisfaction.

Model	Non standardized coefficient		Standardization coefficient	T	Sig.	confidence interval	
	B	Standard error	Beta			Lower limit	Upper limit
constant	2.090	0.064		32.658	0.000	1.965	2.216
Starbucks platform fluency	-0.005	0.028	-0.009	-0.168	0.867	-0.059	0.050
Advertising effect of Starbucks platform	0.010	0.028	0.018	0.349	0.728	-0.045	0.065
Diversity of Starbucks live broadcasting platform	0.020	0.032	0.036	0.620	0.535	-0.042	0.082
Convenience of payment means of Starbucks rewards card	0.002	0.028	0.003	0.058	0.954	-0.053	0.056
Payment security of Starbucks rewards card	-0.027	0.027	-0.050	-1.006	0.314	-0.079	0.026
Supervision of Starbucks by relevant departments	-0.143	0.029	-0.263	-4.845	0.000	-0.200	-0.085
Starbucks' restriction and supervision on anchor	-0.009	0.031	-0.017	-0.290	0.772	-0.069	0.051
Ways and effects of safeguarding rights	0.133	0.034	0.247	3.946	0.000	0.067	0.200
Interactive effect of Starbucks live commerce	0.112	0.033	0.189	3.384	0.001	0.047	0.177
Starbucks product introduction details	0.002	0.026	0.004	0.081	0.935	-0.050	0.054
Duration of Starbucks anchor live commerce	0.031	0.020	0.056	1.520	0.129	-0.009	0.070
Publicity effect of Starbucks new products	-0.003	0.028	-0.005	-0.094	0.925	-0.058	0.053
Discount coupon	-0.016	0.026	-0.030	-0.644	0.520	-0.067	0.034
Christmas Toffee Nut Latte	0.137	0.032	0.220	4.321	0.000	0.075	0.199
Starbucks delivery	-0.012	0.025	-0.022	-0.482	0.630	-0.062	0.038
Starbucks after sales service	0.072	0.025	0.136	2.855	0.004	0.023	0.122
Fundamental facilities× Supervision strength	0.083	0.029	0.159	2.944	0.003	0.045	0.098
Anchor performance× Supervision strength	-0.122	0.033	-0.216	-3.007	0.002	-0.026	0.033
Logistics after sales × Supervision strength	0.097	0.027	0.177	3.538	0.004	0.039	0.041

The degree of fluency of the platform, the degree of payment security, the restriction and supervision of the anchor by the supervision of relevant departments, the effect of commodity publicity, the degree of commodity preference and the return of logistics services to satisfaction and logistics after sales × supervision strength are negative. Among them, the supervision strength of relevant departments, the ways and effects of safeguarding rights, the interactive effect of live broadcasting, commodity quality, after-sales service, fundamental facilities × supervision strength and logistics × supervision strength have passed the significance test. It can be concluded that the assumptions H2a, H2f, H3b, H4c, H5 and H7 in this paper are valid; H1b, H1c, H1d, H2b and H2c do not reject the original hypothesis (there is a positive relationship with satisfaction, but it is not significant, which may be caused by insufficient sample size); The assumptions of H1a, H1e, H2d, H2e, H3a, H4a, H4b and H6 are not

statistically valid. This paper believes that the possible reasons why eight hypotheses fail to pass the test are: (1) H1a (platform fluency positively affects consumers' satisfaction under the live delivery mode), h1e (payment security positively affects consumers' satisfaction under the live delivery mode) and h3a (logistics services positively affect consumers' satisfaction under the live delivery mode) are not tenable, Perhaps because the current platform fluency, payment security and logistics services can basically meet the needs of consumers, consumers will not increase their satisfaction due to the improvement of platform fluency, payment security and logistics service quality. Consumers pay more attention to the original shopping demand of commodity quality, rather than the complete added value of smooth platform, payment security and logistics services; Similarly, in order to further improve the smoothness of the platform, payment security and logistics service quality, the cost must be increased. In order to pass on the cost pressure, it may be partially transferred to consumers. At this time, the increase of consumers' purchase cost will naturally reduce their satisfaction. (2) H4a (the supervision of relevant departments has a positive impact on the satisfaction of consumers in the live delivery mode) and H4b (the restrictions on the anchor and the supervision have a positive impact on the satisfaction of consumers in the live delivery mode) are not tenable. It may be that the greater the supervision of relevant departments, the more restrictions on the live delivery. In order to meet the regulatory requirements, the richness and fun of the content of the anchor delivery may be reduced, Consumer satisfaction also declined. (3) H2d (the positive impact of the transmission effect on the satisfaction of consumers in the live delivery mode) is not tenable. It may be that the anchor pays too much attention to the publicity effect of goods in order to enhance the attraction, which makes consumers have too high expectations of goods before purchase. If the actual experience after purchase is slightly different from the expectation, consumers will have a sense of being deceived and naturally weaken their satisfaction. (4) H2e (the degree of commodity preference positively affects the satisfaction of consumers in the live delivery mode) is not tenable. It may be that the greater the degree of commodity preference, the greater the degree of consumers' doubt about the quality of their commodities, which will have a negative impact on the satisfaction of consumers in the live delivery mode. (5) H6 (Supervision strength positively moderates the effect of anchor performance on customer satisfaction under the live commerce) is not tenable. It may be that the stronger the regulatory strength, the greater the impact of the space restriction of the anchor's introduction of commodity information, which will have a negative impact on the satisfaction of consumers in the live commerce.

5. CONCLUSION

This paper takes the research on the impact of live delivery on Starbucks customer satisfaction as the starting point, based on the moderating effect of supervision strength, through literature review and theoretical analysis, takes consumer satisfaction as the dependent variable, 16 influencing factors in four dimensions of infrastructure, supervision, anchor performance and logistics after-sales as the independent variable, and takes supervision strength as the moderating variable; And put forward the relationship hypothesis between each influencing factor and consumer satisfaction. With reference to the characteristics of the live commerce delivery industry, the satisfaction scale is designed, and a questionnaire survey is conducted for the consumer groups with the experience of watching the live commerce and ordering shopping. Limited by human and material resources, the effective sample size of this paper is 1091, which may not be sufficient and needs to be improved. By analyzing the recovered survey data, testing the hypothesis, exploring the key and weak factors, and analyzing the problems in the process of live delivery, the following conclusions can be get. The regulatory system of Starbucks needs to be improved. From the results of regression analysis, we can see that one-dimensional supervision of relevant departments and the restriction and supervision of the anchor has a negative effect on the satisfaction of consumers under the live delivery mode. Therefore, the supervision system should be improved to form a "department supervision + industry self-discipline" supervision system, from the one-way supervision of relevant departments to the joint efforts of platforms, anchors and even commodity operators.

The interactive effect of Starbucks' live commerce can be appropriately enhanced. The results of regression analysis show that the interactive effect of live commerce is very important for live commerce with cargo model. Under the formula, consumer satisfaction has a significant positive role, so it can appropriately enhance the interaction in the process of live delivery and enhance the emotional connection with consumers. Through real-time interaction with consumers, timely answer bullet screen information, enhance consumers' sense of participation and immersion, so as to improve their satisfaction and increase audience stickiness.

Starbucks' commodity quality is still the core factor concerned by consumers. It can be seen from the results of correlation and regression analysis that the commodity quality. The correlation coefficient between quantity and consumer satisfaction is the largest, and has a significant positive role in promoting consumer satisfaction under the live delivery mode, indicating that commodity quality is still the focus of consumers' attention. If the quality of goods cannot be guaranteed under the live commerce with goods mode. Even if the preference of goods in the live broadcasting room is greater and the logistics after-sales service is better, the satisfaction of consumers will decline, which is not conducive to its sustainable development in the long run.

The satisfaction of Starbucks' after-sales service needs to be improved. The empirical test results show that after-sales service has a great impact on live delivery mode. The positive effect of consumer satisfaction is significant, and in the descriptive statistics of 16 influencing factors, the average satisfaction of after-sales service is the lowest. It can be seen that under the live delivery mode, consumers' satisfaction with after-sales services such as product refund, return and exchange, complaint handling needs to be improved. In reality, businesses sell inferior products during the live commerce, and immediately get off the shelf after the live commerce, and even bypass the platform to make payment transactions by means of wechat, which makes the subsequent after-sales service of consumers unprotected and difficult to protect their rights.

Supervision will regulate the impact of live delivery on Starbucks consumer satisfaction. In addition, this study also proves that supervision will have a positive regulatory effect on the impact of infrastructure on Starbucks consumer satisfaction; In addition, supervision will also have a positive regulatory effect on the impact of after-sales service on Starbucks consumer satisfaction. However, supervision will negatively regulate the impact of anchor performance on Starbucks consumer satisfaction.

6. IMPLICATION

Based on the research conclusions obtained from the above empirical analysis, in order to improve Starbucks' consumer satisfaction under the live delivery mode, some implications are made. The following suggestions are made in order to provide effective consultation for the stakeholders involved in live shopping to make the best decision.

There should be a "department supervision + industry self-discipline" supervision system. From one-dimensional supervision of relevant departments to platform. The multi-dimensional supervision system of anchors and commodity operators, and build a "departmental supervision + industry self-discipline" supervision system. For example, relevant departments can increase the cost of violation in the process of live delivery, and reverse the self-discipline of platforms, anchors and commodity operators by establishing a credit investigation system for live delivery and making them bear the legal consequences if necessary, so as to improve the supervision system in the process of live delivery and improve consumer satisfaction.

Starbucks should enhance their interactive effect of live commerce. Appropriately enhance the interaction in the process of live broadcasting and delivery, and improve the interactive effect of live broadcasting to strengthen consumers' sense of participation and immersion, so as to improve their satisfaction and increase audience stickiness. In addition to the professional introduction of products, the live anchor also needs to create a rush buying atmosphere and arouse consumers' desire to participate through real-time dynamic interaction with

consumers, such as timely answering bullet screen questions, arranging lottery and other interactive forms, which will help to obtain consumers' satisfaction.

Starbucks should strictly control the quality of their goods. They should keep the line of defense of commodity quality and strictly control the commodity quality, so as to meet the needs of consumers. The most primitive consumer demand point of consumers. The essence of the new marketing mode of live broadcasting with goods is still inseparable from commodity trading. Therefore, the commodity quality factor most concerned by consumers should become the key content to improve consumer satisfaction. We should not forget the original shopping demand and ensure the quality of goods, which has always brought positive marginal effects to businesses. It is the most important focus to form a loyal "fan group" for the live anchor and platform, and it is also the way to realize the long-term sustainable development of the live delivery mode.

Starbucks should improve after-sales service system. Starbucks should improve the after-sales service channels, improve the after-sales service system, and improve the after-sales service quality, so as to fully protect customers' rights and interests. For example, provide after-sales service hot line, set up professional customer service personnel, and improve return and replacement. The speed of goods handling and the optimization of complaint handling process ensure the after-sales service of consumers' follow-up products under the live delivery mode, reduce the difficulties in safeguarding their rights, so as to enhance their trust and participation in the live delivery mode, and then improve the satisfaction of consumers.

There are three suggestions on supervision strength prepared for Starbucks itself as an anchor or hiring an anchor to sell its own products, and the Multi-Channel Network (MCN) and head anchor to undertake product promotion required by multiple businesses. First of all, for the mode of Starbucks promoting self operated goods or services by itself or hiring anchor, the live commerce behavior is more not the personal behavior of anchor, but the business behavior of Starbucks. The provisions of relevant laws and regulations such as operator responsibility, consumer protection and e-commerce law under the existing legal framework can be applied. If the promotion content constitutes advertising, the provisions of the advertising law can also be applied to provide information release. If a platform with functions such as transaction matching constitutes an e-commerce platform operator, it shall also bear corresponding responsibilities and establish corresponding guarantee mechanism. For this type, the focus of regulation should be on the operator, not the anchor itself. Second, for the anchor (or online celebrity) and MCN who mainly rely on the influence of the anchor himself to bring goods, since they have obtained the influence independent of Starbucks, they need to set up more responsibility mechanisms and compliance considerations. First of all, it is necessary to require the anchor to disclose whether his introduction to products and services is entrusted by Starbucks, that is, sufficient information disclosure, which is similar to the "identification" obligation of advertising. Secondly, for the requirements of the authenticity of the content of live commerce goods and the rules to avoid misleading, fraud and improper guidance, we can refer to the relevant provisions of various laws, including the advertising law, the anti unfair competition law and the consumer rights and interests protection law, and make ex post judgment in combination with specific industries and types of goods and services. Thirdly, all parties should divide the liability relationship according to the influence and income of their actions on the transaction and the degree of fault. Starbucks should be responsible for the quality of goods and services sold. The anchor and MCN institutions should be responsible for the authenticity and reliability of the content expressed and disseminated. The platform should be based on its ability, income, duty of care and positioning in the legal system, Assume different responsibilities according to different situations. Third, in addition to facing all kinds of problems and adjustments brought by live broadcasting and goods, we should actively carry out effective supervision and risk prevention through post supervision and strict punishment. On the other hand, we should also fully consider the characteristics of new business forms. If all regulatory mechanisms of traditional advertising law are directly applied, it may hinder the development of new industries, resulting in unreasonable distribution of responsibilities in the industrial chain, high cost and too difficult actual supervision. In this process, it is particularly necessary to pay attention to the

initiative and creativity of the network platform in the governance mechanism, give considerable space to the platform and industry self-discipline, and realize the prevention and resolution of most disputes through platform governance. As the basic guarantee for establishing principles, rules and bottom line, government supervision forms a joint force and co governance mechanism. It is necessary to reach a consensus that effective governance and supervision of false publicity, deception and misleading consumers in the live delivery is one of the important guarantees to promote the healthy development of the new format of live delivery in the long run, because consumers' trust and confidence in the new format and industry is the most important basis for the formation of a virtuous circle in the long run.

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