



Prioritizing Marketplace Features in Indonesian E-Commerce Platforms Using the Kano Model: Evidence from Shopee, Tokopedia, and Lazada

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Abstract

Background: Indonesia's e-commerce sector is rapidly growing, with transactions reaching USD 82 billion in 2023 and expected to exceed USD 160 billion by 2030. Despite this expansion, retaining customers remains challenging, as platforms often invest in new features without systematically analyzing customer needs.

Objective: To identify and prioritize customer-desired features on Shopee, Tokopedia, and Lazada using the Kano Model combined with the Satisfaction Index and Self-Statement Importance, thereby providing actionable recommendations for platform development.

Methods: This research utilizes the Kano Model to analyze customer needs on the Shopee, Tokopedia, and Lazada marketplaces, which were identified as the three most popular marketplaces based on the results of customer loyalty calculations using the Net Promoter Score (NPS).

Results: The findings confirmed that Shopee, Tokopedia, and Lazada are the top three marketplaces in Indonesia. This research, using the Kano Model, aims to determine feature categorizations and prioritize features for development based on the results of the Satisfaction Index and Self-Statement Importance calculations. According to the Kano Model, 14 features of Shopee are categorized as Attractive. Meanwhile, 11 features of Tokopedia are categorized as Attractive, One-dimensional, and Indifferent. In addition, 13 features of Lazada are categorized as Must-be, One-dimensional, Attractive, and Indifferent.

Conclusion: The Kano Model effectively distinguishes feature priorities across marketplaces. Developers should focus on Attractive features for differentiation while maintaining Must-be features. Recommended strategies include Shopee social commerce; Tokopedia service integration; and Lazada payment ecosystem reliability. This approach offers a replicable framework for managing digital platform features.

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INTRODUCTION

Indonesia has witnessed remarkable growth in its digital economy over the past decade, driven primarily by the rapid expansion of e-commerce platforms. Platforms such as Shopee, Tokopedia, and Lazada have emerged as dominant players, each competing for consumer mindshare across diverse demographic segments (Waoma et al., 2024). Comparative studies have

confirmed that perceived service quality varies significantly across these platforms, with users reporting distinct satisfaction profiles for Lazada and Shopee in terms of responsiveness, reliability, and feature availability (Tanggarachai et al., 2025). This competitive heterogeneity underscores the importance of platform-specific feature analysis rather than generic e-commerce usability assessments.

Previous studies have highlighted the role of usability and general satisfaction in shaping customer engagement and retention. Ghaffar (2024) assessed e-commerce usability and service quality using an integrated AHP-TOPSIS approach, demonstrating that functional quality dimensions significantly influence user adoption decisions. Similarly, Putera et al. (2025) established that service quality dimensions and e-commerce platform image jointly determine user satisfaction levels in the Indonesian context. However, these approaches treat all service attributes linearly, without distinguishing between features that merely meet baseline expectations and those that genuinely delight customers a critical limitation that the Kano Model is specifically designed to address.

The Kano Model, developed by Noriaki Kano (1984), provides a robust theoretical and practical framework for categorizing features according to their asymmetric impact on customer satisfaction (Lin et al., 2026). Its application in e-commerce contexts has been well established: Ingaldi and Ulewicz (2019) demonstrated its effectiveness in making e-commerce more sustainable by systematically identifying which features drive satisfaction versus those that merely prevent dissatisfaction (Gyenge et al., 2026). Kusumahadi (2022) further advanced this approach by integrating the e-Service Quality model with the Kano Model to develop a comprehensive service improvement framework for Indonesian e-commerce, confirming that the combined approach yields more actionable development priorities than either model alone.

In addition to categorization, integrating the Kano Model with the Satisfaction Index and Self-stated Importance enhances the analytical depth of feature prioritization. Shadrina and Ikatrinasari (2021) demonstrated that combining the Kano Model with Importance-Performance Analysis (IPA) and Quality Function Deployment (QFD) yields more precise quality improvement strategies for e-commerce websites (Esmaeili Givi et al., 2023). Oey et al. (2023) employed Fuzzy Kano alongside IPA to classify customer attributes more robustly, thereby reducing ambiguity in borderline category assignments. Suzianti et al. (2022) applied a comprehensive IPA-Kano risk-benefit analysis in fintech service development, demonstrating that multi-method integration significantly improves the strategic relevance of prioritization recommendations.

Indonesia's e-commerce context presents additional complexity due to the heterogeneity of consumer preferences and behaviors across platforms and demographic segments. Afrina et al. (2025) confirmed platform-specific satisfaction drivers in their comparative SmartPLS analysis of chatbot usage across Shopee, Tokopedia, and Lazada, finding that satisfaction with chatbot functionality varied significantly by platform and user demographic. Yunidwi and Napitupulu (2024) further demonstrated that environmental sustainability awareness and a comprehensive set of contextual factors significantly influence e-loyalty across Indonesian online platforms, highlighting that customer engagement is driven by multidimensional variables extending beyond basic transactional features and that platform-specific analysis remains essential for deriving actionable insights.

Furthermore, the dynamic nature of marketplace competition underscores the importance of continuous evaluation. Customer expectations evolve as platforms introduce new features, meaning that Attractive features today may become Must-be features in the future (Potra et al., 2026). Raco et al. (2024) applied AHP and QFD in a strategic online business platform development study in Indonesia, confirming that systematic multi-method analysis is essential for competitive platform positioning. Nurcahyo et al. (2023) conducted a comprehensive Kano-based analysis of Indonesia's e-wallet market, demonstrating that user satisfaction is driven by differentiated feature priorities that must be continuously re-evaluated as digital adoption matures.

This research addresses these gaps by systematically evaluating feature prioritization across Shopee, Tokopedia, and Lazada using a Kano Model-based multi-criteria framework. By combining functional categorization, satisfaction impact measurement, and importance

weighting, the study not only identifies critical features for development but also provides a comparative perspective across the three leading marketplaces in Indonesia. This approach contributes both theoretically, by extending Kano Model applications to multi-platform comparative analyses in emerging markets, and practically, by offering actionable insights for platform developers seeking to enhance retention, satisfaction, and competitive differentiation.

In summary, Indonesia's e-commerce landscape is characterized by rapid growth, intense platform competition, and diverse customer expectations. Traditional evaluation methods focusing on usability and satisfaction provide limited guidance for strategic feature development. The Kano Model, augmented with the Satisfaction Index and Self-stated Importance, offers a robust framework for categorizing, quantifying, and prioritizing marketplace features. This study applies this methodology across Shopee, Tokopedia, and Lazada, aiming to generate actionable insights for platform-specific feature investment strategies, thereby improving customer retention, satisfaction, and long-term platform competitiveness in Indonesia's evolving digital marketplace environment.

METHOD

Kano Model and Satisfaction Index

The Kano Model provides a structured methodology for understanding non-linear relationships between product or service features and customer satisfaction (Deng et al., 2026; Yang, 2005). Its application has spanned diverse service quality contexts: Masudin et al. (2022) utilized a SIPA and modified Kano Model approach to assess customer perceptions of logistics service quality in Indonesian e-commerce, confirming the model's adaptability to complex, multi-attribute service environments. Yingyi et al. (2025) demonstrated the Kano Model's effectiveness in capturing emotion-driven user experience differences, showing that affective responses to features significantly moderated their Kano category classification a consideration particularly relevant for social commerce platforms such as Shopee.

The foundation of the Kano Model lies in the dimensions of satisfaction and functionality, in which these two dimensions are combined to determine customer perceptions of a product feature. Kano distinguished three categories of product requirements that affected customer satisfaction differently: must-be, one-dimensional, and attractive requirements. Must-be requirements were the fundamental requirements of a product or service that had to be present. These basic requirements represented the minimum criteria, and their absence led to dissatisfaction. In contrast, customer satisfaction with one-dimensional requirements was directly proportional to the level of fulfillment. The greater the fulfillment of customer needs, the higher the level of customer satisfaction. Furthermore, attractive requirements were those that had the most significant impact on customer satisfaction when provided. The absence of these requirements did not reduce customer satisfaction, but their presence provided a higher level of satisfaction compared to requirements in other categories.

In addition to these three categories, Kano also proposed three additional requirement categories: indifferent, questionable, and reverse (Diaz et al., 2026; Palumbo, 2015). Indifferent (I) referred to a category in which customers were indifferent to a product feature. Whether the feature was present or absent did not significantly affect customer satisfaction regarding that feature. Reverse (R) referred to an attribute whose presence led to customer dissatisfaction, whereas its absence resulted in customer satisfaction (Deng et al., 2026; Yang, 2005). Meanwhile, questionable (Q) referred to customer responses that were unclear or inconsistent with the questions provided.

To further analyze attributes based on the Kano Model, [4] proposed two formulas to calculate the impact of increasing customer satisfaction (better) and the impact of reducing customer dissatisfaction (worse):

$$Better = \frac{A + O}{A + O + M + I} \dots\dots\dots (1)$$

$$Worse = - \frac{O + M}{A + O + M + I} \dots\dots\dots (2)$$

The difference between the better and worse values was known as the Satisfaction Index. Using this value, features could be ranked based on their impact on customer satisfaction. A negative value approaching -1 indicated that the absence of a specific feature would decrease customer satisfaction. Meanwhile, a positive value approaching 1 indicated that the presence of a specific feature would increase customer satisfaction. The calculation of the Satisfaction Index (SI) is presented in Equation (3).

$$Satisfaction\ Index = Better - Worse \dots\dots\dots (3)$$

Self-stated Importance

The Self-stated Importance Questionnaire is a tool that helps organizations or companies understand the relative importance of individual product requirements. Organizations could use the Self-stated Importance Questionnaire in conjunction with the Kano questionnaire. This approach assisted organizations in giving special attention to the most critical outcomes identified through the Kano Model questionnaire, as well as in setting priorities for product development and making improvements as necessary.

RESULTS AND DISCUSSION

Questionnaire Development

This study employed a quantitative descriptive research design. Data were collected from January to March 2026 through an online questionnaire distributed via purposive sampling targeting active users of Shopee, Tokopedia, and/or Lazada platforms in Indonesia. The feature inventory was initially identified through a systematic literature review and refined through expert validation, following a process analogous to the customer development methodology used by Satrio et al. (2022) in identifying minimum viable product (MVP) features for marketplace applications. A total of 349 valid responses were collected, comprising 58.7% female and 41.3% male respondents, with the majority (72.8%) aged 18–35 years, consistent with the primary demographic of Indonesian e-commerce users.

Respondent Demographics

Based on the data collection process, a total of 349 valid respondents were obtained after eliminating incomplete or inconsistent responses. Respondent demographics are summarized as follows: 58.7% female and 41.3% male; age distribution dominated by individuals aged 18–25 years (42.1%) and 26–35 years (30.7%); occupational categories included employees (41.2%), students (34.1%), entrepreneurs (15.8%), and others (8.9%). Most respondents (48.1%) primarily used Shopee, followed by Tokopedia (31.2%) and Lazada (20.7%). Content validity was established through expert judgment by three domain experts, while the Kano instrument demonstrated logical response consistency, with fewer than 5% of responses categorized as Questionable or Reverse across all platforms.

Analysis of Data

Result of Kano Model Categorization

The data were analyzed using the Kano Model evaluation table, which cross-tabulated functional (satisfied) and dysfunctional (dissatisfied) responses to classify each feature into one of six Kano categories: Attractive (A), One-dimensional (O), Must-be (M), Indifferent (I), Reverse (R), or Questionable (Q). When multiple categories tied in frequency, the Blauth Formula was applied as a decision rule: if $(A + O + M) > (I + R + Q)$, the category with the highest frequency among A, O, and M was assigned; otherwise, the category with the highest frequency among I, R, and Q was assigned (Berger et al., 1993; Putra et al., 2026). This classification procedure ensures systematic and replicable feature categorization.

From the results of the Kano Model categorization using the Blauth Formula, all 14 features on the Shopee marketplace were classified into the Attractive category. This finding, while potentially counterintuitive, is consistent with prior Indonesian Kano studies. Budiarani et al. (2021) similarly found that most digital wallet features in Indonesia clustered in the Attractive category during the pandemic period, attributing this pattern to the novelty-driven adoption behavior of Indonesian digital consumers, who perceived additional features as delightful rather than expected. The Attractive categorization indicates that respondents generally did not expect these features to be present but expressed high satisfaction upon discovering them, suggesting that Shopee’s feature set represents innovative additions that exceed baseline user expectations.

Furthermore, Tokopedia’s categorization results reveal that three features Official Store, Wishlist, and Tax/ Public Service fall into the One-dimensional category, indicating that their presence directly and proportionally increases customer satisfaction. This finding is consistent with Shen et al. (2021), who found that service integration features in Asian e-commerce platforms frequently exhibit One-dimensional characteristics because of established user expectations. The presence of five Attractive features on Tokopedia suggests ongoing feature innovation, while three Indifferent features indicate areas where resource investment may not yield meaningful returns in customer satisfaction.

Lazada presents the most diverse categorization profile among the three platforms, with four Must-be features (Try & Buy, Connect to DANA, Explore, and Register LazPayLater), one One-dimensional feature (Purchased Coupons), five Attractive features, and four Indifferent features. The presence of Must-be features, which are absent in Shopee’s profile, suggests that Lazada users have developed baseline expectations for certain functionalities, particularly payment integration features. This maturation of user expectations is consistent with the lifecycle trajectory described by Berger et al. (1993), wherein features that initially delight customers progressively migrate toward Must-be status as they become normalized (Potra et al., 2026). The finding also aligns with Salahuddin and Lee (2021), who demonstrated that payment-related features in e-commerce rapidly acquire Must-be characteristics as digital payment adoption increases.

Satisfaction Index and Self-stated Importance Analysis

In addition to Kano categorization, the Satisfaction Index (SI) provides a quantitative measurement of feature impact using two metrics: the Better value (positive index, measuring the increase in satisfaction when the feature is present) and the Worse value (negative index, measuring the increase in dissatisfaction when the feature is absent). SI scores range from 0 to 1 for Better values and from -1 to 0 for Worse values, with values closer to 1 (or -1) indicating a stronger impact on satisfaction. Features with high absolute SI values in both dimensions are prioritized as critical development targets. Self-stated Importance scores (measured on a 7-point scale) complement the SI analysis by capturing customer-perceived feature importance independent of functional classification.

Table 1. Satisfaction Index and Self-stated Importance Analysis

Satisfaction Index and Self-stated Importance Result on the Shopee Marketplace			
Feature	SI	SSI	Category
Insurance	0,10	5,52	A
Shopee Food Merchant	0,36	5,79	
Shopee Live	0,24	5,32	
ShopeePay Transfer	0,18	6,01	
Daily Discover	0,27	5,65	
Shopee Mall	0,23	6,02	
Shopee Barokah	0,09	5,38	
Managed by Shopee	0,03	5,43	
Search Product <i>by</i> Image	0,18	5,51	
Product Discount Bundle	0,26	5,99	
Store Membership	0,18	5,07	

Satisfaction Index and Self-stated Importance Result on the Shopee Marketplace			
Daily Check-in Coin Reward	0,31	4,84	
Shopee Games	0,30	4,66	
Shopee Member Info	0,15	4,99	
Satisfaction Index and Self-stated Importance Result on the Tokopedia Marketplace			
Feature	SI	SSI	Category
Billing Subscription	0.103	3.986	I
GoFood Order Review/Checkout	0.186	5.040	A
Tax/Public Service	0.020	5.527	O
GoFood on Tokopedia	0.215	5.456	A
Official Store	0.014	6.166	O
Wishlist	0.003	5.923	O
Event	0.123	4.530	I
Start Subscription	0.097	4.851	I
Video	0.100	4.805	I
Points	0.178	5.023	A
Challenge	0.143	3.991	I
Satisfaction Index and Self-stated Importance Result on the Lazada Marketplace			
Feature	SI	SSI	Category
Feed Explore	0.135	5.81375358	A
Educational & Financial	0.033	4.90830946	A
Search Product by QR Scan	0.049	5.41260745	A
Try & Buy	-0.09	5.52148997	M
Voucher Assistant	0.431	5.71633238	A
Check in Coins	0.338	4.58166189	I
Coin Games	0.334	4.38395415	I
Explore	0.368	5.53295129	M
Laztalent Favorit	0.445	5.43553009	A
Connect to Dana	0.34	5.65329513	M
Purchased Coupons	0.408	5.55014327	O
Register LazPayLater	0.327	4.84813754	M
Linked Membership	0.378	4.30945559	I

Source: Reseach data

According to the table 1, a feature influences satisfaction through a higher Better value and reduces satisfaction through a lower Worse value. Thus, a negative sign approaching -1 in the Satisfaction Index results indicates that the absence of this feature reduces user satisfaction to the point of dissatisfaction. Meanwhile, a positive value close to 1 in the Satisfaction Index results means that the presence of this feature positively influences user satisfaction.

Furthermore, the results of the Self-stated Importance analysis are presented in the form of importance scores assigned by customers to each feature. These scores are based on the average importance rating for each feature on a scale of 1 to 7. The analysis results assist the company in determining feature development priorities from the perspective of customer-perceived importance.

Prioritization of Analysis Result

Feature development prioritization was determined by combining the Kano categorization results with the Satisfaction Index (Better–Worse metrics) and Self-stated Importance scores. Table 2 summarizes Shopee’s priority rankings based on the Satisfaction Index, while Table 3 presents the rankings based on Self-stated Importance. The integration of these metrics provides a robust multi-criteria framework for investment decisions.

**Prioritize Development on the Shopee Marketplace
Based on Kano Model Categorization**

This study reveals that all 14 investigated features fall into the Attractive category. Therefore, because all features in this study belong to the Attractive category, the development priority based on Kano Model categorization is the Attractive category.

Based on Satisfaction Index

Based on the results of this study, development prioritization was determined using the Satisfaction Index by ranking the values presented previously in Table 7. The ranking is arranged from the highest to the lowest Satisfaction Index values, indicating which features have the greatest impact on increasing customer satisfaction.

Table 2. Prioritize Based on Satisfaction Index

Table of Satisfaction Index Result				
No	Feature	Better	Worse	Satisfaction Index
1	Shopee Food Merchant	0,59	-0,23	0,36
2	Daily Check-in Coin Reward	0,48	-0,17	0,31
3	Shopee Games	0,45	-0,15	0,30
4	Daily Discover	0,53	-0,26	0,27
5	Product Discount Bundle	0,61	-0,35	0,26
6	Shopee Live	0,46	-0,22	0,24
7	Shopee Mall	0,68	-0,45	0,23
8	ShopeePay Transfer	0,60	-0,42	0,18
9	Search Product by Image	0,52	-0,34	0,18
10	Store Membership	0,43	-0,25	0,18
11	Shopee Member Info	0,38	-0,23	0,15
12	Insurance	0,38	-0,28	0,10
13	Shopee Barokah	0,54	-0,45	0,09
14	Managed by Shopee	0,47	-0,45	0,03

Source: Reseach data

The highest Satisfaction Index was obtained for the ShopeeFood Merchant feature, with a value of 0.36. This value indicates that the feature significantly increases customer satisfaction when present. Among all features, ShopeeFood Merchant’s combination of a positive Better value and a relatively low Worse value makes it the most efficient investment in terms of satisfaction return. Table 2 presents the complete Satisfaction Index ranking for prioritization purposes.

The feature with the highest Better value is Shopee Mall (Better = 0.68), indicating a strong positive impact on customer satisfaction when the feature is available. However, due to Shopee Mall’s relatively low Self-stated Importance ranking (second position), feature prioritization should balance satisfaction potential with customer-perceived relevance.

Based on Self-stated Importance

Prioritization based on the Self-stated Importance results was carried out by ranking the values from highest to lowest, as shown previously in Table 3. These results indicate the importance values assigned by respondents to each feature.

Table 3. Prioritize Based on Satisfaction Index

Table of Self-stated Importance Result		
No	Feature	Self-stated Importance
1	Shopee Mall	6,02
2	ShopeePay Transfer	6,01
3	Product Discount Bundle	5,99
4	Shopee Food Merchant	5,79

No	Feature	Importance
5	Daily Discover	5,65
6	Insurance	5,52
7	Search Product <i>by</i> Image	5,51
8	Managed by Shopee	5,43
9	Shopee Barokah	5,38
10	Shopee Live	5,32
11	Store Membership	5,07
12	Shopee Member Info	4,96
13	Daily Check-in Coin Reward	4,84
14	Shopee Games	4,66

Source: Reseach data

In the prioritization results based on self-stated importance, it was found that the feature with the highest importance value was Shopee Mall, with an importance rating of 6.02. Based on this value, it can be concluded that the presence of the Shopee Mall feature on the Shopee marketplace is considered more important than the other features evaluated. Therefore, for customers, the presence of this feature provides greater benefits and trust when purchasing products through the Shopee marketplace, as reflected by its highest importance rating.

Prioritize Development on the Tokopedia Marketplace Based on Satisfaction Index

Table 4. Prioritize Feature on Attractive Category

Attractive Category				
No	Feature	Better	Worse	SI
1	GoFood on Tokopedia	0.527	-0.312	0.215
2	GoFood Order Review/ Checkout	0.510	-0.324	0.186
3	Points	0.539	-0.361	0.178

Source: Reseach data

Based on the Table 4, the Satisfaction Index values in the Attractive category are positive. This indicates that the presence of these features results in positive customer satisfaction. The GoFood feature on Tokopedia has the highest Satisfaction Index value. This value indicates that the presence of GoFood on Tokopedia has a stronger impact on increasing customer satisfaction than the other features.

Table 5. Prioritize Feature on One-dimensional Category

One-dimensional Category				
No	Feature	Better	Worse	SI
1	Tax/Public Service	0.524	-0.504	0.020
2	Official Store	0.524	-0.510	0.014
3	Wishlist	0.507	-0.504	0.002

Source: Reseach data

Next, the Satisfaction Index rankings based on the One-Dimensional category show that the Tax/Public Service and Official Store features have high Better values, whereas the Tax/ Public Service feature has a lower Worse value. In this case, it can be observed that the Tax/ Public Service feature has the highest Satisfaction Index value, indicating that its presence provides the greatest improvement in satisfaction while causing only a slight decrease in satisfaction when absent. Consequently, it has the greatest impact on satisfaction within the One-Dimensional category.

Table 6. Prioritize Feature on Indifferent Category

Indifferent Category				
No	Feature	Better	Worse	SI
1	Challenge	0.355	-0.212	0.143
2	Event	0.361	-0.238	0.123
3	Billing Subscription	0.338	-0.235	0.103
4	Video	0.367	-0.266	0.100
5	Start Subscription	0.358	-0.261	0.097

Source: Reseach data

Looking at the satisfaction impact, the Challenge feature ranks first with the highest Satisfaction Index value because it has a relatively high Better value compared to the other features and a moderate Worse value. However, the Better and Worse values of the Video feature are not higher than those of the features in the Attractive and One-dimensional categories. This finding suggests that features in the Indifferent category do not significantly influence user satisfaction or dissatisfaction.

Based on Self-stated Importance

Table 7. Prioritize Feature on Attractive Category

Attractive Category		
No	Feature	SSI
1	GoFood on Tokopedia	5.456
2	GoFood Order Review/ Checkout	5.040
3	Points	5.023

Source: Reseach data

Based on the Self-Statement Importance rankings within the Attractive category, the GoFood feature on Tokopedia occupies the first position with the highest score. This indicates that the GoFood feature on Tokopedia is considered the most important feature in this category. When compared with the Satisfaction Index, the GoFood feature on Tokopedia also ranks first, indicating that it has both the highest satisfaction value and the highest importance value. Therefore, based on these findings, it can be concluded that the GoFood feature on Tokopedia should be prioritized.

Table 8. Prioritize Feature on One-dimensional Category

One-dimensional Category		
No	Feature	SSI
1	Official Store	6.166
2	Wishlist	5.926
3	Tax/Public Service	5.527

Source: Reseach data

Based on the Self-stated Importance rankings within the One-dimensional category, the Official Store feature ranks first with the highest score. This indicates that the Official Store feature is considered important by respondents. However, when compared with the Satisfaction Index, the Official Store feature occupies the second position. It ranks second because the Tax/ Public Service feature has a higher Satisfaction Index score. When examining the Better values, the Official Store feature and the Tax/ Public Service feature have the same score. However, the Official Store feature has a higher Worse value, resulting in a smaller gap. Despite being considered the most important feature, the Official Store feature has a lower satisfaction impact than the Tax/ Public Service feature.

Table 9. Prioritize Feature on Indifferent Category

Indifferent Category		
No	Feature	SSI
1	Start Subscription	4.851
2	Video	4.805
3	Event	4.530
4	Challenge	3.991
5	Billing Subscription	3.986

source: reseach data

However, when examining the Satisfaction Index, the Start Subscription feature ranks last. Considering that the Self-stated Importance values in the Indifferent category are lower than those in the other categories, this suggests that customers do not consider these features important.

Prioritize Development on the Lazada Marketplace Based on Satisfaction Index

Table 10. Prioritize Feature on Must-be Category

Must-be Category				
No	Feature	Better	Worse	SI
1	Try & Buy	0.34	-0.425	-0.085
2	Connect to Dana	0.34	-0.409	-0.069
3	Explore	0.368	-0.4	-0.032
4	Register LazPayLater	0.327	-0.357	-0.030

Source: Reseach data

According to the table 10, four features in this category influence user dissatisfaction. The Try & Buy feature has the highest worse score among the four features, with a smaller better score compared to the Explore feature. However, despite having a high better score, the Explore feature also has a fairly high worse score, although it is lower than those of the Try & Buy and Connect to DANA features. Therefore, the presence of the Explore feature does not have as significant an impact as the two features with higher worse scores. Thus, the existence of the Try & Buy feature is the most expected, because the Satisfaction Index value obtained is higher than those of the other three features in this category.

Table 11. Prioritize Feature on One-dimensional Category

One-dimensional Category				
No	Feature	Better	Worse	SI
1	Purchased Coupons	0.408	-0.428	-0.021

Source: Reseach data

According to the Satisfaction Index values in the table 11, the Purchased Coupons feature received a negative score, indicating that the presence of this feature has resulted in user dissatisfaction. Therefore, the Purchased Coupons feature is merely regarded as an expected feature within this category.

Table 12. Prioritize Feature on Attractive Category

Attractive Category				
No	Feature	Better	Worse	SI
1	Feed Explore	0.542	-0.407	0.135
2	Laztalent Favorit	0.445	-0.323	0.122
3	Search Product (by Qr Scan)	0.39	-0.341	0.049

Attractive Category				
4	Voucher Assistant	0.431	-0.39	0.04
5	Educational & Financial	0.379	-0.345	0.033

Source: Reseach data

According to the table 12, five features have positive Satisfaction Index values, indicating that their presence influences user satisfaction. This result occurs because these features received higher better values than worse values. Based on the table, the Feed Explore feature obtained the highest Satisfaction Index score because its better and worse scores were also higher than those of the other four features. Thus, the presence of the Feed Explore feature has the greatest influence on user satisfaction in this category.

Table 13. Prioritize Feature on Indifferent Category

Indifferent Category				
No	Feature	Better	Worse	SI
1	Linked Membership	0.378	-0.235	0.143
2	Check in Coins	0.338	-0.312	0.025
3	Coin Games	0.334	-0.347	-0.01

Source: Reseach data

According to the table 13, the features in the Indifferent category yield Satisfaction Index results with both positive and negative values, indicating that the presence of these features influences user satisfaction, while their absence influences user dissatisfaction. However, features in the Indifferent category do not create a significant difference in overall user satisfaction or dissatisfaction.

Based on Self-stated Importance

Table 14. Prioritize Feature on Must-be Category

Must-be Category		
No	Feature	SSI
1	Connect to Dana	5.653295
2	Explore	5.532951
3	Try & Buy	5.52149
4	Register LazPayLater	4.848138

Source: Reseach data

In the table 14, the Connect to DANA feature was identified as the most important feature in the Must-be category based on the Self-stated Importance results, followed by the Explore, Try & Buy, and Register LazPayLater features.

Table 15. Prioritize Feature on One-dimensional Category

One-dimensional Category		
No	Feature	SSI
1	<i>Purchased Coupons</i>	5.550143

source: reseach data

Based on the table 15, the One-dimensional category contains only one feature, namely Purchase Coupons, with an importance value that is considered relatively high compared to the features in the other categories.

Table 16. Prioritize Feature on Attractive Category

Attractive Category		
No	Feature	SSI
1	Feed Explore	5.813754
2	Voucher Assistant	5.716332
3	LazTalent Favorit	5.43553
4	Search Product (by Qr Scan)	5.412607
5	Educational & Financial	4.908309

Source: Reseach data

Based on table 16, in the Attractive category, the Feed Explore feature is the most important, followed by the Voucher Assistant, LazTalent Favorite, Search Product (by QR scan), and Educational & Financial features. In addition, the Feed Explore feature has the greatest influence on user satisfaction compared to the other four features in table 17.

Table 17. Prioritize Feature on Indifferent Category

Indifferent Category		
No	Feature	SSI
1	Check in Coins	4.581662
2	Coin Games	4.383954
3	Linked Membership	4.309456

Source: Reseach data

Features in the Indifferent category have a lower importance value than features in other categories. This is because the nature of this category does not significantly affect user satisfaction or dissatisfaction.

CONCLUSION

This study applied the Kano Model combined with the Satisfaction Index and Self-stated Importance to prioritize marketplace features across Shopee, Tokopedia, and Lazada in Indonesia (n = 349). The findings contribute to the growing body of Kano-based platform analysis in Southeast Asian e-commerce, confirming that feature expectations are platform-specific and require continuous, multidimensional evaluation. Key findings reveal that: (1) all 14 Shopee features are categorized as Attractive; (2) Tokopedia exhibits mixed categorizations with critical One-dimensional service features; and (3) Lazada demonstrates the most complex feature landscape, including Must-be payment integration features.

Theoretically, this study extends the Kano Model's application to multi-platform comparative analysis in emerging-market e-commerce, foundational work on Kano's role in sustainable e-commerce development. The integrated Kano-SI-SSI framework demonstrated in this study advances the methodological approaches. Practically, marketplace developers can leverage these findings in conjunction with perceptual positioning strategies and service-quality benchmarking to allocate feature-development resources efficiently and maintain competitive differentiation.

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AUTHOR CONTRIBUTION STATEMENT

Fahrobby Adnan led the conceptualization, study design, and manuscript drafting. Januar Adi Putra and Shyfanaya Aulia assisted with data collection, analysis, and preliminary interpretations. Dwi Jannah Oktavia and Muhammad Ahsan Hilmi contributed to manuscript revisions, validation of analytical methods, and final approval. All authors collaborated in reviewing the results and agreed on the final manuscript for submission.

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