

Beyond Service Quality: A Multidimensional Model of Digital Marketing, Price, Brand Image, and Customer Experience in Café Customer Satisfaction

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Article Info	Abstract
Article History Received: June 01 ,2026 Accepted: September 01,2026	<i>This study aimed to develop and empirically evaluate a multidimensional model of customer satisfaction in the café industry by examining the effects of digital marketing, price, service quality, product quality, customer experience, and brand image. A quantitative explanatory research design was employed using data collected from 90 customers of Kedai Kaca Family in Manokwari, Eastern Indonesia. Respondents were selected through purposive sampling, with the sample size determined using Slovin's formula from a population of 890 customers at a 10% tolerated sampling error. Data were collected using a structured questionnaire measured on a five-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that price was the strongest direct predictor of customer satisfaction ($\beta=0.545$, $p< 0.001$), followed by digital marketing ($\beta=0.215$, $p = 0.003$). Digital marketing significantly influenced customer experience ($\beta=0.155$, $p = 0.043$), while brand image strongly influenced customer experience ($\beta=0.676$, $p< 0.001$). Product quality also demonstrated a strong positive effect on service quality ($\beta=0.714$, $p< 0.001$). However, brand image, customer experience, product quality, and service quality did not significantly affect customer satisfaction directly. The model explained 75.4% of the variance in customer satisfaction ($R^2=0.754$) and demonstrated substantial predictive relevance ($Q^2=0.473$). The findings highlight that café customer satisfaction is a multidimensional process in which perceived price value and digital engagement provide stronger immediate drivers, while brand and product-related factors operate through experiential and service pathways.</i>
Keywords : Digital Marketing; Price; Service Quality; Product Quality; Customer Experience; Customer Satisfaction	
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Introduction

1.1. An experience-oriented and highly competitive consumer sector

The café industry has increasingly shifted from a conventional beverage-selling business toward an experience-oriented and highly competitive consumer sector. Customers no longer evaluate cafés solely according to the taste or quality of coffee. Their judgments may simultaneously involve price, product performance, employee service, brand perceptions, digital communication, physical and social environments, and the overall experience obtained during consumption. Recent research on coffee-shop consumer behavior reflects this transformation, identifying major research streams involving service quality and servicescape, experiential and sensory processes, consumer–brand relationships, digital and omnichannel marketing, sustainability, and emerging technologies. This literature also indicates that these streams remain relatively fragmented.

This transformation can be observed across global coffee markets. The Deloitte Coffee Study 2024, based on 7,000 coffee drinkers aged 16 years and above across 13 countries, highlights the rapid evolution of coffee consumption, product innovation, and consumer preferences. As competition intensifies, cafés increasingly need to provide a combination of quality, affordability, convenience, distinctive identity, and memorable experiences. Customer satisfaction consequently represents more than a response to the product itself; it reflects customers' cumulative assessment of multiple aspects of the consumption journey.

The trend is particularly relevant in the Asia-Pacific region, where coffee-shop competition is increasing and businesses are developing new formats to respond to changing consumer lifestyles (Simanjuntak et al. 2020; Maritsha et al. 2025; Tandon, Mittal, and Manohar 2020). Euromonitor identifies affordability and convenience as important consumer values in the region, while changes in work arrangements and generational lifestyles are influencing where, when, and how coffee is consumed. Research on specialty coffee cafés in

Thailand similarly emphasizes the increasing importance of experiential consumption, including distinctive flavors, product quality, and memorable coffee experiences (dos Santos et al. 2017; Thu and Surbakti 2026).

1.2. Indonesia: Digital Transformation and Café Competition

The Indonesian context provides a particularly relevant setting for this investigation. Indonesia's café/bar subsector generated approximately US\$2.0 billion in retail sales in 2024, equivalent to a 7.0% share of foodservice retail sales. Between 2020 and 2024, sales grew at an annualized rate of 9.6%, and the market is forecast to reach approximately US\$5.1 billion by 2029. At the same time, café operators face pressures associated with increasing input costs and changes in consumer purchasing power.

The growth of the café market is occurring alongside substantial digital expansion. Indonesia recorded approximately 212 million internet users in January 2025, representing 74.6% of the population, while there were approximately 143 million social-media user identities, equivalent to 50.2% of the population (Chatzoglou et al. 2022; Nuriyanti 2019; Adnan et al. 2019; Omanovic-miklicanin and Science 2019; Simon et al. 2021). More recent data indicate approximately 180 million active social-media user identities in October 2025, representing 62.9% of Indonesia's population. These figures demonstrate why digital marketing has become increasingly relevant to cafés, particularly those attempting to reach younger consumers through social-media platforms.

For Micro, Small, and Medium Enterprises (MSMEs), however, maintaining digital visibility does not necessarily ensure customer satisfaction (Dholakia and Zhao 2010; Khan, Naumann, and Williams 2002; Katiandagho and Cahyono 2025; Cyrilla et al. 2015; Saha, Zhuang, and Li 2020; Kyung 2014). Digital marketing may generate awareness and establish expectations, whereas price contributes to perceived value, product quality reflects functional performance, service quality represents the delivery process, brand image creates symbolic meaning, and customer experience reflects customers' broader cognitive, emotional, sensory, and behavioral responses (Cho, Kim, and Lee 2020; Husriadi, Berlianti, and Putri 2025; Sagita and Hakim 2022; Elhuria, Kamase, and Tenrisau 2026; Suprayogi, Kusumawati, and Mawardi 2024; Frank, Enkawa, and Schvaneveldt 2014). The important question is therefore not simply whether each factor affects satisfaction independently, but how these dimensions work together and whether they influence satisfaction through different pathways.

1.3. treats coffee consumption as a multidimensional phenomenon

Existing international literature increasingly treats coffee consumption as a multidimensional phenomenon. A recent systematic review of 51 empirical studies published between 2015 and 2025 identified six principal research areas: servicescape and service quality; experiential and cognitive-sensory processing; consumer-brand relationships and symbolic consumption; corporate social responsibility and sustainability; omnichannel and digital marketing; and disruptive technologies. The review also indicates that coffee-shop research remains fragmented across these domains.

This fragmentation is especially significant in Asia-Pacific markets. Consumers may simultaneously seek affordability, convenience, product differentiation, meaningful experiences, and strong brand identities. Consequently, treating price, product quality, service quality, brand image, digital marketing, and customer experience as completely independent determinants may provide an incomplete explanation of how satisfaction is formed.

Evidence from Indonesia demonstrates similar research tendencies. Studies of Indonesian cafés have examined relationships involving social-media marketing, service quality, store atmosphere, and purchasing decisions, with findings indicating positive effects on purchasing behavior (Hui et al. 2025; Chatzoglou et al. 2022; Simanjuntak et al. 2020). Other research has investigated Instagram marketing, consumer engagement, and revisit intention in local coffee shops, highlighting a continuing gap between digital promotion and subsequent customer behavior. Research has also examined the combined effects of digital marketing, physical evidence, and price on customer satisfaction in Indonesian coffee shops (Utomo et al. 2023; Thu and Surbakti 2026; Ge et al. 2021). More recent work has incorporated digital marketing, customer experience, and customer satisfaction in explaining repurchase intention among coffee-shop customers in Jakarta.

Despite these developments, there remains limited empirical integration of Digital Marketing, Price, Product Quality, Service Quality, Customer Experience, and Brand Image within one structural explanation of Customer Satisfaction, particularly outside Indonesia's major metropolitan centers.

1.4. Geographical Gaps

Several gaps provide the basis for the present study. First, existing studies frequently focus on individual relationships, such as Digital Marketing → Customer Satisfaction, Service Quality → Customer Satisfaction, or Price → Customer Satisfaction (Iswanto, Sulasti, and Yuliana 2024; Wahyudi et al. 2025; Sagita and Hakim 2022; Sithole, Roux, and Retief 2025a; Hermansyah 2024). Such models may overlook the

simultaneous nature of customer evaluations in café environments. The literature review evidence that coffee-shop research remains divided across multiple thematic streams reinforces the need for a more integrated framework.

Second, insufficient attention has been given to the pathways through which customer satisfaction is generated. Brand Image, for example, may influence the way customers experience a café before that experience contributes to satisfaction. Similarly, Product Quality may shape customers' broader evaluation of Service Quality rather than operating only as an independent predictor (Santiteerakul et al. 2020; Ramanzin et al. 2014; Suwardi et al. 2026). The present study therefore investigates both direct relationships and interconnected pathways.

Third, digital marketing is often considered primarily as a promotional mechanism. However, social-media communication may also influence expectations and the customer's subsequent experience. Recent Indonesian evidence on social-media marketing and consumer engagement illustrates the importance of examining this online-to-offline connection more closely.

Fourth, Brand Image and Customer Experience have not always been incorporated into the same explanatory framework (Gartner and Ruzzier 2011; Frank, Enkawa, and Schvaneveldt 2014; Martono 2026; Suprayogi, Kusumawati, and Mawardi 2024; Sithole, Roux, and Retief 2025a; Sagita and Hakim 2022). The present study specifically evaluates whether brand perceptions contribute to the formation of customer experience and whether that experience subsequently contributes to satisfaction.

Fifth, Product Quality and Service Quality are frequently modeled as separate constructs. In a café environment, however, customers may perceive the quality of the beverage or food and the quality of its delivery as interconnected elements of the total service encounter. Testing the Product Quality → Service Quality relationship therefore provides an opportunity to examine this connection empirically. Finally, there is a geographical gap. Although East and Southeast Asia constitute important settings in coffee-shop research, evidence remains comparatively limited for secondary urban markets in Eastern Indonesia. Examining a café in Manokwari, Papua, Eastern Indonesia, therefore provides contextual evidence that complements findings generated primarily in large metropolitan markets.

1.5. Empirical Setting: Manokwari

The present study focuses on Kedai Kaca Family in Manokwari as an empirical case of an independent café serving a predominantly young customer segment. The demographic characteristics of the respondents reinforce the relevance of this setting: 67.8% were aged 21–25 years and 71.1% were students. This profile makes questions concerning affordability, digital communication, social interaction, brand perception, and customer experience particularly relevant (Cho, Kim, and Lee 2020; Husriadi, Berlianti, and Putri 2025; Martono 2026; Sagita and Hakim 2022).

The Manokwari setting is also valuable because the café operates within the broader Indonesian MSME environment, where businesses must compete while responding simultaneously to changing consumer expectations and digital transformation. Thus, the study provides evidence from an emerging urban market rather than reproducing findings exclusively from Jakarta, Surabaya, Bandung, or other major metropolitan areas (Kasana 2020; Østby 2016; Suwardi et al. 2026).

The principal objective of this study is to develop and empirically test a multidimensional model explaining customer satisfaction in the café industry by integrating digital, economic, functional, experiential, and brand-related factors. The central contribution of this research is therefore not simply to identify the strongest predictor of satisfaction. Rather, it is to demonstrate how different dimensions of the café consumption process operate through distinct pathways. This positioning is particularly relevant because contemporary coffee-shop research is moving from a transactional view of consumption toward a more integrated understanding of digital engagement, perceived value, product and service performance, brand meaning, and customer experience.

2. THEORETICAL CONCEPTS

2.1. Digital Marketing and Brand-Based Consumer Engagement

The first theoretical domain concerns the role of Digital Marketing and Brand Image in shaping consumers' perceptions and interactions with a café. Digital Marketing refers to the strategic use of digital technologies and online platforms to communicate with consumers, disseminate product information, facilitate interaction, build communities, and create engagement (Rahman et al. 2021; Utomo et al. 2023; Halid et al. 2026; Tokhtiyeva and Esenye 2025; Patel, Khodifad, and Chaudhary 2024). In the café industry, digital marketing commonly operates through social-media platforms, online communities, visual content, electronic word-of-mouth, and interactive communication. The concept emphasizes that digital communication is not limited to promotional activities but also contributes to how consumers obtain information, develop expectations, and establish relationships with a business.

Closely associated with digital marketing is the concept of Brand Image, which represents the set of perceptions, associations, beliefs, and impressions held by consumers toward a particular brand (Cho, Kim, and Lee 2020; Husriadi, Berlianti, and Putri 2025; Elhuria, Kamase, and Tenrisau 2026; Suprayogi, Kusumawati, and Mawardi 2024; Ramzam, Jayasekara, and Adams 2026; Frank, Enkawa, and Schvaneveldt 2014; Martono 2026). Brand image is developed through accumulated experiences and communication encounters with the business. In a café context, brand image may be reflected in the perceived identity, reputation, uniqueness, consistency, and attractiveness of the café. Digital marketing and brand image are therefore conceptually connected because digital platforms provide important channels through which businesses communicate their identity and reinforce brand associations. Together, these concepts explain the symbolic and communicative dimensions of contemporary café consumption.

2.2. Perceived Value, Product and Service Quality

The second theoretical domain encompasses Price, Product Quality, and Service Quality, which represent the functional and economic dimensions of customer evaluation (Suwardi et al. 2026; Ge et al. 2021; Zena and Hadisumarto 2021; Utomo et al. 2023). The concept of perceived value and price fairness explains how customers assess whether the monetary sacrifice required to obtain a product or service is reasonable in relation to the benefits received. Price perceptions include affordability, competitiveness, price-quality consistency, and the correspondence between price and perceived benefits. Thus, price is not evaluated solely as a monetary amount but as an important component of the customer's overall value assessment.

Product Quality concerns the degree to which a product satisfies customer expectations regarding its characteristics, performance, consistency, variety, presentation, and reliability. In a café, product quality may encompass beverage and food taste, freshness, appearance, menu variety, preparation consistency, and conformity with customer expectations. Meanwhile, Service Quality concerns the customer's evaluation of the process through which the product or service is delivered (Sithole, Roux, and Retief 2025a; Utomo et al. 2023; Ge et al. 2021; Tokhtiyeva and Esenye 2025). The SERVQUAL perspective traditionally conceptualizes service quality through reliability, responsiveness, assurance, empathy, and tangibles. These dimensions capture the accuracy, promptness, competence, personal attention, and physical aspects of service delivery. Collectively, price, product quality, and service quality represent the functional and value-based foundations of customer evaluation.

2.3. Customer Experience and Customer Satisfaction

The third theoretical domain focuses on Customer Experience and Customer Satisfaction as central concepts in contemporary consumer behavior (Dholakia and Zhao 2010; Hoogland, De Boer, and Boersema 2005). Customer Experience refers to the customer's holistic response to interactions with a business throughout the consumption journey. It encompasses cognitive, emotional, sensory, behavioral, and social dimensions that may arise before, during, and after consumption (Utomo et al. 2023; Maritsha et al. 2025; Sithole, Roux, and Retief 2025a, 2025b; Nugroho, Susila, and Kuswati 2025). In the café industry, customer experience may be formed through interactions with employees, product consumption, café atmosphere, physical facilities, digital communication, social interaction, and the overall consumption environment. The concept therefore extends beyond the traditional evaluation of individual product or service attributes.

Customer Satisfaction represents the customer's overall evaluative response following an interaction or purchase (Dholakia and Zhao 2010; Khan, Naumann, and Williams 2002; Katiandagho and Cahyono 2025; Cyrilla et al. 2015; Nguyen et al. 2021; Hui et al. 2025). It is commonly associated with the comparison between prior expectations and perceived performance or value received. Satisfaction may subsequently be reflected through positive evaluations, willingness to revisit, willingness to recommend, and perceptions that expectations have been fulfilled. Within this theoretical domain, customer experience and satisfaction provide the experiential and evaluative dimensions of consumer behavior (Dholakia and Zhao 2010; Hoogland, de Boer, and Boersema 2007; Hoogland, De Boer, and Boersema 2005). Together, they explain how customers transform their interactions with a café into an overall judgment concerning the value and quality of their consumption experience.

This three-domain framework provides a coherent theoretical foundation for examining café customer behavior by integrating communication and brand, functional and economic value, and experiential and evaluative responses within a single conceptual perspective.

3. MATERIALS AND METHODS

3.1. Study Area and General Characteristics

The study was conducted in Manokwari, West Papua Province, Eastern Indonesia, with the research site focused on customers of Kedai Kaca Family, a coffee-shop and food-and-beverage business operating in the urban area of Manokwari. Manokwari is the capital of West Papua Province and functions as an important administrative, educational, commercial, and service center in the region. The city is located on the northern

coast of the Bird's Head region of Papua and serves as a gateway connecting urban communities with surrounding rural and coastal areas.

Manokwari has a diverse population comprising Indigenous Papuan communities and migrants from various parts of Indonesia. This demographic diversity contributes to heterogeneous consumer preferences and creates a dynamic market for food, beverages, cafés, and other lifestyle-oriented businesses. The development of cafés and coffee shops in Manokwari has also been accompanied by increasing use of social-media platforms and digital marketing as channels for product promotion, customer interaction, and brand communication.

The study location was selected because the café operates in an increasingly competitive food-and-beverage environment in which digital marketing, price perceptions, service quality, product quality, customer experience, and brand image may jointly shape customer satisfaction. Consequently, the location provides an appropriate empirical setting for examining an integrated model of customer satisfaction in the café industry.

3.2. Study Population

The target population comprised customers of Kedai Kaca Family in Manokwari who had direct experience with the products and services offered by the coffee shop. The population was defined as customers who had previously visited Kedai Kaca Family; had purchased or consumed at least one product; had sufficient experience to evaluate the service, products, price, atmosphere, and brand; were familiar with the café's digital marketing activities; and were willing to participate voluntarily in the study.

Because the total number of customers visiting the café during the study period could not be established from a fixed sampling frame, a non-probability purposive sampling approach was used.

3.4. Sampling Procedure and Sample Size

A purposive sampling technique was used to recruit respondents who possessed adequate experience with *Kedai Kaca Family* to evaluate the research constructs.

The inclusion criteria were customers who had visited Kedai Kaca Family at least twice; customers who had purchased or consumed its products; customers who had encountered the café's digital marketing content through platforms such as Instagram, TikTok, Facebook, or other social-media channels; respondents aged 18 years or older; and respondents who voluntarily agreed to complete the questionnaire. Respondents who had visited the café only once or had no familiarity with its products and digital marketing activities were excluded.

We applied Slovin's formula to estimate finite population of approximately 890 customers. The formula is: $n = \frac{N}{1 + N e^2}$, where n is sample size, N is population size (890 costumers), and e is tolerated sampling error, i.e. 10% (Snedecor and Cochran 1989; Huck 2008).

3.5. Research Framework and Parameters

This study employed a quantitative explanatory research design to examine the determinants of customer satisfaction in the café industry (Figure 1). The research framework integrates six independent variables—Digital Marketing (X1), Price (X2), Service Quality (X3), Product Quality (X4), Customer Experience (X5), and Brand Image (X6)—and evaluates their respective effects on Customer Satisfaction (Y). Data were collected from 90 selected customers of Kedai Kaca Family in Manokwari using a structured questionnaire and a five-point Likert scale.

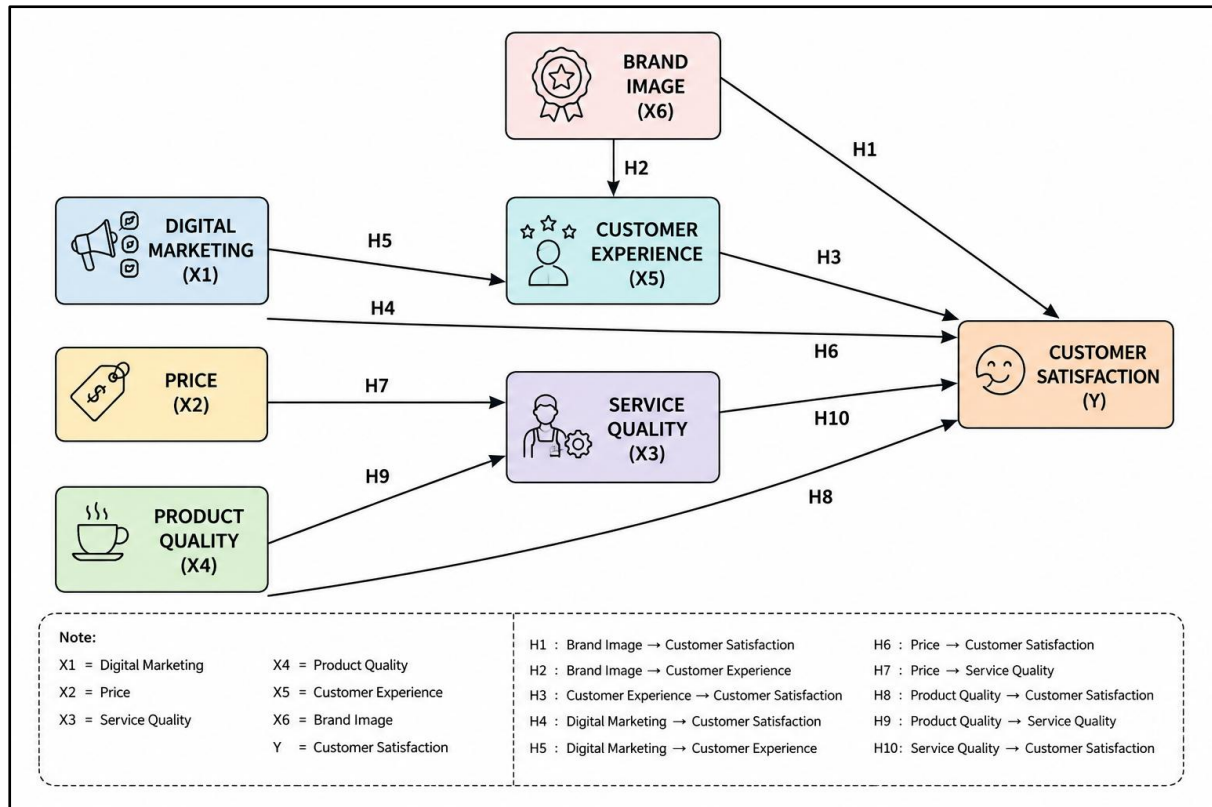


Figure 1. Methodology Framework.

The research began with the identification of the study population and the selection of respondents using purposive sampling. With a population of 890 eligible customers and a tolerated sampling error of 10%, Slovin's formula produced a sample size of 89.90, which was rounded to 90 respondents. Respondents were required to have visited the café at least twice, purchased its products, and been exposed to its digital marketing activities. The collected data were then subjected to data screening and descriptive analysis before proceeding to the measurement and structural model assessments.

Table 1. Constructed Parameters

Variable	Definition	Unit / Measurement	References
Digital Marketing (X1)	The use of digital channels, particularly social media, to communicate product information, interact with consumers, distribute content, provide accessible information, and build credibility that can influence consumers' purchase interest.	Likert scale 1–5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	(Nugroho, Susila, and Kuswati 2025; Suwardi et al. 2026; Thu and Surbakti 2026; Halid et al. 2026; Sagita and Hakim 2022; Iswanto, Sulasti, and Yuliana 2024)
Online Communities (X1.1)	The extent to which social-media communities provide product-related information that stimulates consumer interest in purchasing.	Likert 1–5	(Suwardi et al. 2026; Tokhtiyeva and Esenye 2025)
Interaction (X1.2)	The extent to which interaction and engagement through social media, including TikTok, influence consumers' interest in purchasing products.	Likert 1–5	(Suwardi et al. 2026; Halid et al. 2026; Suprayogi, Kusumawati, and Mawardi 2024; Sithole, Roux, and Retief 2025a)
Sharing of Content (X1.3)	The extent to which product-related content, such as prices, menus, promotions, and product information, is	Likert 1–5	Mangold & Faulds (2009); Tuten & Solomon

	shared through social media and attracts consumer interest.		(2018)
Accessibility (X1.4)	The ease with which consumers can find and access information about Kedai Kaca Family through social-media platforms.	Likert 1–5	Chaffey & Ellis-Chadwick (2019); Kotler et al. (2021)
Credibility (X1.5)	The extent to which consumers perceive information presented through social media as accurate, reliable, and consistent with the actual products offered.	Likert 1–5	Sweeney & Swait (2008); Tuten & Solomon (2018)
Price (X2)	Price refers to the amount of money or value that consumers must give up to obtain a product or service. In this study, price reflects customers' perceptions of affordability, price competitiveness, price-quality suitability, and price-benefit suitability at Kedai Kaca Family.	Likert Scale 1–5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	Kotler & Armstrong (2018); Kotler, Keller, & Chernev (2022); Tjiptono (2019)
Price Affordability (X2.1)	Consumers' perception of their ability to afford the prices of products offered by Kedai Kaca Family.	Likert Scale 1–5	Kotler & Armstrong (2018); Tjiptono (2019)
Price Competitiveness (X2.2)	Consumers' perception of the fairness and competitiveness of Kedai Kaca Family's prices compared with similar products offered by other food outlets.	Likert Scale 1–5	Kotler & Armstrong (2018); Tjiptono (2019)
Price–Quality Suitability (X2.3)	Consumers' perception of whether the price paid is appropriate for the quality of the products and services received.	Likert Scale 1–5	Kotler, Keller, & Chernev (2022); Tjiptono (2019)
Price–Benefit Suitability (X2.4)	Consumers' perception of whether the price paid is appropriate for the benefits, value, or satisfaction obtained from the product.	Likert Scale 1–5	Kotler & Armstrong (2018); Tjiptono (2019)
Service Quality (X3)	Service quality refers to the customer's overall perception of the quality of service received, reflected in the provider's ability to deliver services accurately, respond promptly, provide assurance and competence, demonstrate empathy, and maintain appropriate physical facilities and professional appearance.	Likert Scale 1–5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	(Zeffry and Wijaya 2025; Rambe, Arizal, and Khairani 2025; Zena and Hadisumarto 2021; Ge et al. 2021)
Reliability (X3.1)	The ability of Kedai Kaca Family employees to provide the ordered products accurately and consistently as promised.	Likert 1–5	Parasuraman et al. (1988)
Responsiveness (X3.2)	The willingness and ability of Kedai Kaca Family employees to respond to customers and provide ordered products promptly and according to established procedures.	Likert 1–5	Parasuraman et al. (1988)
Assurance (X3.3)	The employees' knowledge, competence, courtesy, and ability to create customer confidence in the quality and preparation of products.	Likert 1–5	Parasuraman et al. (1988); Zeithaml et al. (2018)
Empathy (X3.4)	The extent to which employees provide customers with friendly, caring, and individualized attention.	Likert 1–5	Parasuraman et al. (1988)
Tangibles (X3.5)	The physical appearance and professionalism of employees and the	Likert 1–5	Parasuraman et al. (1988); Zeithaml

	tangible aspects associated with service delivery at Kedai Kaca Family.		et al. (2018)
Customer Satisfaction (Y)	Customer satisfaction is the customer's evaluation of whether the products and services received meet or exceed their expectations. In this study, customer satisfaction is reflected through the fulfillment of expectations, intention to revisit, willingness to recommend, and overall fulfillment of expectations after purchasing products at Kedai Kaca Family.	Likert Scale 1–5: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree	Kotler & Keller (2016); Tjiptono (2019); Oliver (2010)
Expectation Fulfillment (Y1)	The extent to which customers perceive that the service performance provided by Kedai Kaca Family meets their expectations.	Likert 1–5	Oliver (2010); Tjiptono (2019)
Intention to Revisit (Y2)	The customer's willingness or intention to return to Kedai Kaca Family because of the satisfactory service experience received.	Likert 1–5	Oliver (2010); Zeithaml, Bitner, & Gremler (2018)
Willingness to Recommend (Y3)	The customer's willingness to recommend Kedai Kaca Family and its products to friends, family, or others based on their satisfactory experience.	Likert 1–5	(Khan, Naumann, and Williams 2002; Verma and Pant 2021; Sithole, Roux, and Retief 2025a)
Overall Fulfillment of Expectations After Purchase (Y4)	The extent to which customers feel that the products available at Kedai Kaca Family fulfill their expectations and provide satisfaction after purchase.	Likert 1–5	Oliver (2010); Kotler & Keller (2016)

The analytical stage employed PLS-SEM (Figure 2) to assess construct reliability and validity and to test the hypothesized relationships between the six explanatory variables and customer satisfaction. The measurement model was evaluated through outer loadings, Cronbach's alpha, composite reliability, AVE, and discriminant validity, while the structural model was assessed using path coefficients, bootstrapping, R^2 , f^2 , and predictive relevance. The resulting evidence was used to determine which dimensions most strongly contribute to customer satisfaction and to formulate managerial implications for café marketing and service strategies.

3.6. Data analyses

The collected questionnaire data were analyzed using a quantitative statistical approach with Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM was selected because the study aims to examine the predictive relationships between multiple latent constructs—Digital Marketing (X1), Price (X2), Service Quality (X3), Product Quality (X4), Customer Experience (X5), and Brand Image (X6)—and Customer Satisfaction (Y). The analysis was conducted in several sequential stages, beginning with data screening and descriptive analysis, followed by assessment of the measurement model and structural model.

Prior to PLS-SEM analysis, the questionnaire data were screened for completeness, coding consistency, missing responses, and potential outliers. Descriptive statistics were subsequently used to summarize respondents' demographic characteristics and response patterns. Frequencies, percentages, means, and standard deviations were calculated to describe the characteristics of the respondents and their perceptions of the research variables.

The measurement model was evaluated to determine the reliability and validity of the latent constructs. Since the constructs were measured reflectively, the assessment included outer loadings, internal consistency reliability, convergent validity, and discriminant validity.

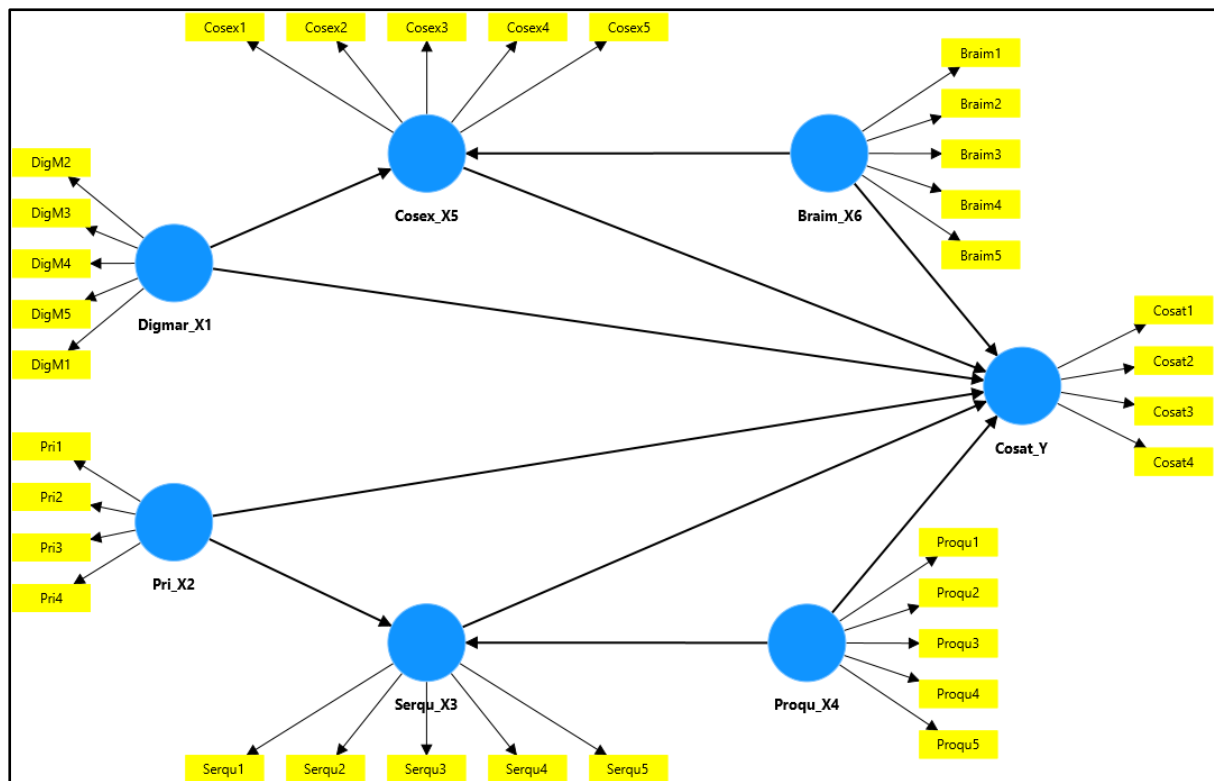


Figure 2. Constructed model using PLS-SEM.

Indicator reliability was assessed using standardized outer loadings, with values of approximately ≥ 0.70 considered satisfactory. Internal consistency was examined using Cronbach's alpha and Composite Reliability (CR), with values of ≥ 0.70 indicating acceptable reliability. Convergent validity was assessed using the Average Variance Extracted (AVE), where an AVE value of ≥ 0.50 indicates that the construct explains at least 50% of the variance of its indicators.

Discriminant validity was assessed primarily using the Heterotrait–Monotrait ratio (HTMT), supported where appropriate by the Fornell–Larcker criterion. These procedures ensured that Digital Marketing, Price, Service Quality, Product Quality, Customer Experience, Brand Image, and Customer Satisfaction represented empirically distinct constructs.

After establishing an acceptable measurement model, the structural model was evaluated to examine the hypothesized relationships among the constructs. The analysis focused on the standardized path coefficients (β), their statistical significance, and the explanatory and predictive capability of the model. The significance of the hypothesized relationships was tested using the bootstrapping procedure with resampling to generate standard errors, t-statistics, p-values, and confidence intervals. A relationship was considered statistically significant when the corresponding p-value was < 0.05 .

The explanatory power of the model was assessed using the coefficient of determination (R^2) for Customer Satisfaction. The effect size (f^2) was also examined to determine the substantive contribution of each predictor to the endogenous construct. Predictive relevance was evaluated using Q^2 , while out-of-sample predictive performance may additionally be assessed using PLSpredict (Santoso and Indrajaya 2023; Ali, Ramayah, and Cheah 2021).

4. RESULTS

4.1. Demographic characteristic of costumers

The sample consisted of 48 male respondents (53.3%) and 42 female respondents (46.7%), indicating a relatively balanced gender distribution, although male respondents represented a slightly larger proportion (Table 2). This distribution suggests that Kedai Kaca Family attracts both male and female customers, with a modest predominance of male consumers in the surveyed sample.

The age distribution shows a strong concentration of respondents in the 21–25-year age group (67.8%), followed by respondents aged 15–20 years (22.2%). Only 10.0% of respondents were above 25 years of age. This pattern indicates that the customer base represented in the study is predominantly young consumers. The finding is consistent with the growing popularity of café environments among younger consumers, who may use cafés not only for food and beverage consumption but also for social interaction, study, leisure, and informal meetings. The availability of diverse coffee and non-coffee beverages may further increase the attractiveness of the café to this demographic.

Table 2. Demographic characteristic of Costumers.

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	48	53.3
	Female	42	46.7
Age	15–20 years	20	22.2
	21–25 years	61	67.8
	26–30 years	5	5.6
	31–40 years	3	3.3
	41–50 years	1	1.1
Education	No formal education	1	1.1
	Junior High School	4	4.4
	Senior High/Vocational School	65	72.2
	Diploma	2	2.2
	Bachelor's Degree	15	16.7
	Master's/Doctoral Degree	3	3.3
Occupation	Student	64	71.1
	Private-sector employee	10	11.1
	Government employee	3	3.3
	Entrepreneur/Self-employed	10	11.1
	Freelancer	3	3.3

Most respondents had completed senior high school or vocational school (72.2%), followed by those holding a bachelor's degree (16.7%). The dominance of respondents with secondary education is consistent with the relatively young age structure of the sample. The café may therefore function as a convenient social and recreational environment for young consumers, including students and individuals who use café spaces for studying, completing assignments, socializing, and informal discussions.

Overall, the demographic characteristics indicate that the sample was dominated by young consumers. Approximately two-thirds of respondents (67.8%) were aged 21–25 years, while 72.2% had completed senior high school or vocational education and 71.1% were students. The gender composition was relatively balanced, with males accounting for 53.3% and females for 46.7%. The predominance of young and student consumers is relevant to the present study because this consumer segment is potentially more engaged with café-based social activities and digital communication channels. Consequently, their perceptions of digital marketing, price, service quality, product quality, customer experience, and brand image may be particularly relevant for understanding customer satisfaction in the café industry.

4.2. Measurement Model Assessment

4.2.1. Indicator Reliability and Outer Loadings

The results of the outer-loading assessment presented in Table 2 indicate that the majority of measurement indicators demonstrate satisfactory indicator reliability. The outer loadings range from approximately 0.650 to 0.857, indicating that most indicators have a substantial contribution to their respective latent constructs. Several indicators show loadings above the commonly recommended threshold of 0.70, suggesting that these indicators adequately represent the underlying constructs of Brand Image, Customer Satisfaction, Customer Experience, Digital Marketing, Price, Product Quality, and Service Quality.

Table 2. Outer Loadings of Measurement Indicators

Construct	Indicator	Loading
Brand Image	Braim1	0.721
	Braim2	0.650
	Braim3	0.672
	Braim4	0.677
	Braim5	0.832
Customer Satisfaction	Cosat1	0.776
	Cosat2	0.857
	Cosat3	0.822
	Cosat4	0.810
Customer Experience	Cosex1	0.737
	Cosex2	0.855

	Cosex3	0.753
	Cosex4	0.780
	Cosex5	0.776
Digital Marketing	DigM2	0.815
	DigM3	0.773
	DigM4	0.716
	DigM5	0.738
Price	Pri1	0.744
	Pri2	0.718
	Pri3	0.693

Nevertheless, several indicators exhibit outer loadings slightly below 0.70, particularly some indicators of Brand Image and Price. Although these values are below the preferred threshold, loadings between 0.40 and 0.70 may still be retained when the overall construct demonstrates satisfactory composite reliability and convergent validity. Therefore, the decision to retain or remove these indicators should not be based solely on the outer-loading value but should also consider Composite Reliability (CR), Average Variance Extracted (AVE), discriminant validity, and the theoretical relevance of each indicator.

Overall, the outer-loading results provide preliminary evidence that the indicators are sufficiently associated with their intended constructs and can proceed to the subsequent assessment of internal consistency reliability and convergent validity. The relatively strong loadings observed for several indicators—particularly those measuring Customer Satisfaction, Customer Experience, Digital Marketing, and Service Quality—also suggest that these indicators provide meaningful empirical representations of customers' perceptions of the café's marketing, service, and consumption experience.

4.2.2. Internal Consistency Reliability and Convergent Validity

The results presented in Table 3 demonstrate that all research constructs meet the recommended criteria for internal consistency reliability and convergent validity. Cronbach's alpha values range from 0.740 to 0.872, while Composite Reliability (CR) values range from 0.837 to 0.907. These values exceed the generally accepted threshold of 0.70, indicating that the indicators within each construct consistently measure the same underlying concept. The highest reliability is observed for Service Quality (Cronbach's $\alpha = 0.872$; CR = 0.907), whereas Price has the lowest, but still acceptable, internal consistency (Cronbach's $\alpha = 0.740$; CR = 0.837).

Table 3. Construct Reliability and Convergent Validity

Construct	Cronbach's α	rho_A	Composite Reliability (ρ_C)	AVE	Decision
Brand Image	0.757	0.774	0.837	0.509	Acceptable
Customer Satisfaction	0.833	0.834	0.889	0.667	Acceptable
Customer Experience	0.840	0.844	0.886	0.610	Acceptable
Digital Marketing	0.824	0.825	0.877	0.587	Acceptable
Price	0.740	0.753	0.837	0.564	Acceptable
Product Quality	0.812	0.813	0.869	0.572	Acceptable
Service Quality	0.872	0.875	0.907	0.662	Acceptable

Convergent validity was assessed using the Average Variance Extracted (AVE). As shown in Table 3, the AVE values range from 0.509 to 0.667, with all constructs exceeding the recommended minimum value of 0.50. This indicates that each latent construct explains more than half of the variance in its respective measurement indicators. Customer Satisfaction demonstrates the highest convergent validity (AVE = 0.667), followed by Service Quality (AVE = 0.662) and Customer Experience (AVE = 0.610).

Taken together, the results confirm that the measurement instruments demonstrate adequate reliability and convergent validity. Although some individual indicators have outer loadings slightly below 0.70, the satisfactory construct-level reliability and AVE values provide support for retaining the measurement model. Therefore, the constructs can proceed to the subsequent assessment of discriminant validity and structural relationships.

4.2.3. Discriminant Validity

The results of the Heterotrait–Monotrait ratio (HTMT) presented in Table 4 provide an assessment of whether the latent constructs in the research model are empirically distinct from one another. The HTMT values vary across construct pairs, with most values remaining below the commonly recommended threshold of 0.90.

This indicates that, for most construct pairs, the indicators demonstrate sufficient discriminant validity and measure conceptually different dimensions of the customer evaluation process.

Table 4. Heterotrait–Monotrait Ratio (HTMT)

Construct Pair	HTMT
Customer Satisfaction ↔ Brand Image	0.726
Customer Experience ↔ Brand Image	0.894
Customer Experience ↔ Customer Satisfaction	0.728
Digital Marketing ↔ Brand Image	0.475
Digital Marketing ↔ Customer Satisfaction	0.748
Digital Marketing ↔ Customer Experience	0.477
Price ↔ Brand Image	0.608
Price ↔ Customer Satisfaction	1.018
Price ↔ Customer Experience	0.605
Price ↔ Digital Marketing	0.669
Product Quality ↔ Brand Image	0.931
Product Quality ↔ Customer Satisfaction	0.697
Product Quality ↔ Customer Experience	1.011
Product Quality ↔ Digital Marketing	0.385
Product Quality ↔ Price	0.593
Service Quality ↔ Brand Image	0.881
Service Quality ↔ Customer Satisfaction	0.671
Service Quality ↔ Customer Experience	0.936
Service Quality ↔ Digital Marketing	0.531
Service Quality ↔ Price	0.539
Service Quality ↔ Product Quality	0.909

However, several construct pairs show HTMT values exceeding 0.90, including Price–Customer Satisfaction (1.018), Product Quality–Brand Image (0.931), Product Quality–Customer Experience (1.011), Service Quality–Customer Experience (0.936), and Service Quality–Product Quality (0.909). These relatively high values suggest potential overlap between some constructs. In particular, the values above 1.00 for Price–Customer Satisfaction and Product Quality–Customer Experience indicate that these constructs may not be sufficiently distinct under the strict HTMT criterion.

Therefore, the discriminant-validity results should be interpreted cautiously. Although most construct relationships satisfy the HTMT criterion, the identified high ratios warrant additional assessment of construct conceptualization and indicator content. Given the theoretical proximity among price perceptions, product quality, service quality, customer experience, and customer satisfaction in a café context, some degree of empirical overlap may be understandable. Nevertheless, before finalizing the PLS-SEM model, indicators associated with the problematic construct pairs should be reviewed to determine whether redundant or overly similar items should be reconsidered.

4.2.4. Collinearity Assessment

The results of the Variance Inflation Factor (VIF) assessment presented in Table 5 indicate that the measurement indicators generally do not suffer from problematic multicollinearity. The VIF values are predominantly within the acceptable range, with the observed values remaining well below the conservative threshold of 5.00. This indicates that the indicators do not exhibit excessive redundancy and that each indicator contributes relatively distinct information to the measurement of its respective construct.

Table 5. Collinearity Statistics

Indicator	VIF
Braim1	1.506
Braim2	1.271
Braim3	1.441
Braim4	1.386
Braim5	1.764
Cosat1	1.621
Cosat2	2.181
Cosat3	1.830
Cosat4	1.746

Cosex1	1.732
Cosex2	2.539
Cosex3	1.916
Cosex4	1.771
Cosex5	2.029

The VIF values across the constructs range from approximately 1.27 to 2.54 for the indicators reported in the model. The highest value is observed for Cosex2 (VIF = 2.539), followed by other indicators with values below 2.50. These results remain substantially lower than the commonly used threshold of 5.00, suggesting that multicollinearity is not a serious concern at the indicator level. Consequently, the estimated outer loadings and subsequent measurement-model assessments are unlikely to be substantially distorted by excessive correlation among indicators.

Overall, the VIF assessment provides evidence of acceptable collinearity among the measurement indicators. Thus, the measurement model can proceed to the structural-model assessment, including the evaluation of R^2 , f^2 , path coefficients, hypothesis testing, and predictive relevance (Q^2).

4.2.5. The PLS-SEM measurement and structural model

Figure 4 presents the PLS-SEM measurement and structural model examining the relationships among Digital Marketing, Price, Product Quality, Service Quality, Customer Experience, Brand Image, and Customer Satisfaction. The measurement model shows that the indicators generally have acceptable outer loadings, ranging from 0.650 to 0.857. Customer Experience is measured by five indicators with loadings of 0.737–0.855, Digital Marketing by five indicators with loadings of 0.716–0.815, Price by four indicators with loadings of 0.693–0.840, Service Quality by five indicators with loadings of 0.779–0.832, Product Quality by five indicators with loadings of 0.726–0.793, Brand Image by five indicators with loadings of 0.650–0.832, and Customer Satisfaction by four indicators with loadings of 0.776–0.857. The endogenous constructs show R^2 values of 0.561 for Customer Experience, 0.597 for Service Quality, and 0.754 for Customer Satisfaction, indicating that the proposed model explains 56.1%, 59.7%, and 75.4% of the variance in these respective constructs.

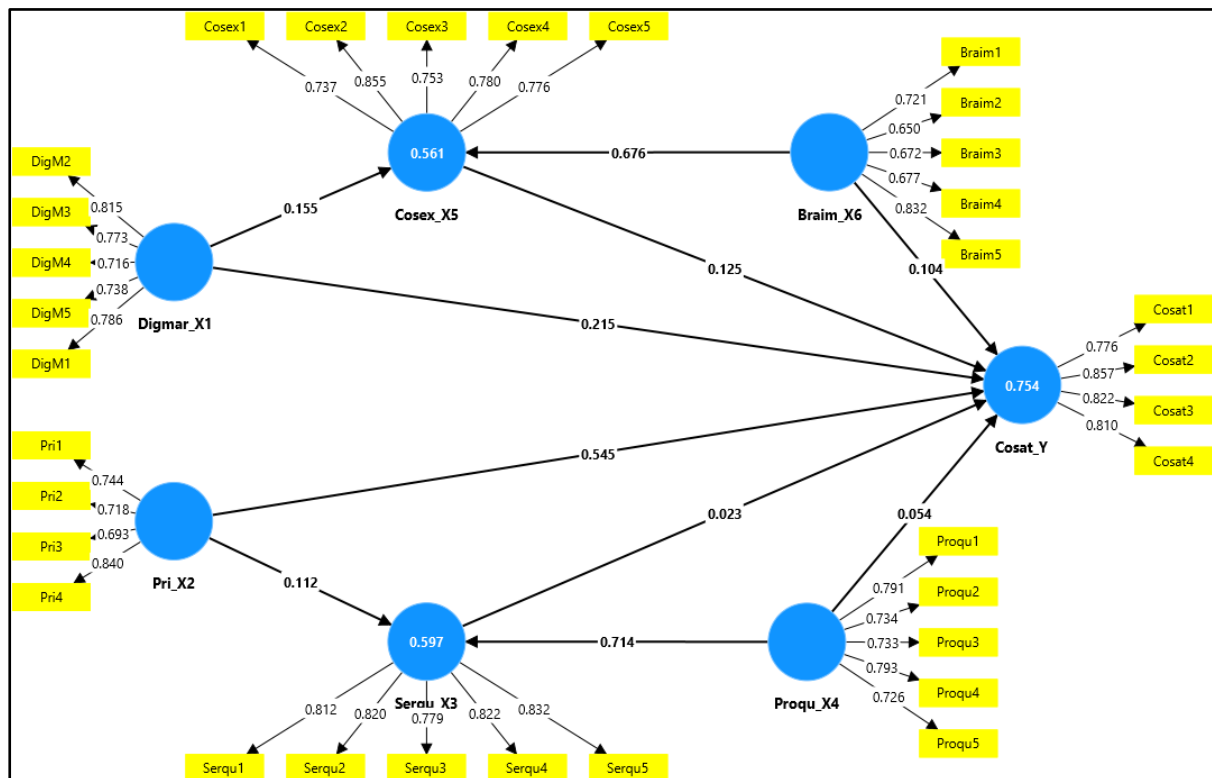


Figure 4. The PLS-SEM measurement and structural model examining the relationships among Digital Marketing, Price, Product Quality, Service Quality, Customer Experience, Brand Image, and Customer Satisfaction.

The structural model demonstrates several important relationships among the study variables. Brand Image has a strong positive relationship with Customer Experience ($\beta = 0.676$), while Digital Marketing has a

smaller positive relationship with Customer Experience ($\beta = 0.155$). Product Quality strongly influences Service Quality ($\beta = 0.714$), whereas Price has a relatively weak relationship with Service Quality ($\beta = 0.112$). Customer Satisfaction is directly associated with Price ($\beta = 0.545$), Digital Marketing ($\beta = 0.215$), Brand Image ($\beta = 0.104$), Customer Experience ($\beta = 0.125$), Product Quality ($\beta = 0.054$), and Service Quality ($\beta = 0.023$). Among these coefficients, Price represents the strongest direct pathway to Customer Satisfaction, followed by Digital Marketing. Overall, the model indicates that customer satisfaction in the café context is influenced through interconnected economic, digital, experiential, brand, product, and service pathways, with Customer Satisfaction achieving the highest explanatory power in the model ($R^2 = 0.754$).

4.3. Structural Model Assessment

4.3.1. Coefficient of Determination (R^2)

The results presented in Table 6 show that the structural model provides a relatively strong level of explanatory power for the endogenous constructs. The Customer Satisfaction construct records an R^2 value of 0.754 and an adjusted R^2 of 0.737. This indicates that approximately 75.4% of the variance in customer satisfaction can be explained by the predictor constructs included in the structural model, while the remaining 24.6% is attributable to other factors not incorporated into the model. The relatively small difference between R^2 and adjusted R^2 also suggests that the explanatory power remains stable after accounting for the number of predictors.

Table 6. Explanatory Power of Endogenous Constructs

Endogenous Construct	R^2	Adjusted R^2	Interpretation
Customer Satisfaction	0.754	0.737	Substantial
Customer Experience	0.561	0.551	Moderate
Service Quality	0.597	0.588	Moderate

The model also demonstrates meaningful explanatory power for Customer Experience, with an R^2 of 0.561 and an adjusted R^2 of 0.551. Thus, approximately 56.1% of the variance in customer experience is explained by its antecedent constructs, particularly Digital Marketing and Brand Image. Similarly, Service Quality obtains an R^2 of 0.597 and an adjusted R^2 of 0.588, indicating that approximately 59.7% of its variance is explained by the predictors in the model, particularly Product Quality and Price.

Overall, the R^2 results indicate that the proposed structural model has substantial explanatory capability, particularly for Customer Satisfaction. The finding that three endogenous constructs achieve R^2 values above 0.50 suggests that the integrated model provides a meaningful explanation of customer-related outcomes in the café context. These results provide a strong basis for proceeding to the assessment of effect sizes (f^2) and the significance of the hypothesized structural relationships.

4.3.2. Effect Size (f^2)

The effect-size results presented in Table 7 indicate that the structural relationships in the model vary considerably in their substantive contribution to the endogenous constructs. The strongest effect is observed for Product Quality $\rightarrow$ Service Quality ($f^2 = 0.992$), followed by Brand Image $\rightarrow$ Customer Experience ($f^2 = 0.889$) and Price $\rightarrow$ Customer Satisfaction ($f^2 = 0.735$). These results indicate that Product Quality makes a very substantial contribution to explaining Service Quality, while Brand Image has a similarly strong contribution to Customer Experience. Price also demonstrates a substantial contribution to Customer Satisfaction.

Table 7. Effect Size of Structural Relationships

Structural Relationship	f^2	Effect
Brand Image $\rightarrow$ Customer Satisfaction	0.016	Small
Brand Image $\rightarrow$ Customer Experience	0.889	Large
Customer Experience $\rightarrow$ Customer Satisfaction	0.015	Small
Digital Marketing $\rightarrow$ Customer Satisfaction	0.120	Small-medium
Digital Marketing $\rightarrow$ Customer Experience	0.047	Small
Price $\rightarrow$ Customer Satisfaction	0.735	Large
Price $\rightarrow$ Service Quality	0.024	Small
Product Quality $\rightarrow$ Customer Satisfaction	0.003	Negligible
Product Quality $\rightarrow$ Service Quality	0.992	Large
Service Quality $\rightarrow$ Customer Satisfaction	0.001	Negligible

Moderate-to-small effects are observed for Digital Marketing $\rightarrow$ Customer Satisfaction ($f^2 = 0.120$), Digital Marketing $\rightarrow$ Customer Experience ($f^2 = 0.047$), and Price $\rightarrow$ Service Quality ($f^2 = 0.024$). The findings suggest that Digital Marketing contributes meaningfully to both Customer Satisfaction and Customer Experience, although its substantive effect is considerably smaller than that of Price on Customer Satisfaction. The relatively small effect of Price on Service Quality also suggests that customers' perceptions of price have only a limited contribution to explaining perceived service quality (Bao 2015; Utomo et al. 2023; Sagita and Hakim 2022; Hui et al. 2025; Oriade and Scho 2019; Kyung 2014).

In contrast, several relationships demonstrate negligible effects, including Brand Image $\rightarrow$ Customer Satisfaction ($f^2 = 0.016$), Customer Experience $\rightarrow$ Customer Satisfaction ($f^2 = 0.015$), Product Quality $\rightarrow$ Customer Satisfaction ($f^2 = 0.003$), and Service Quality $\rightarrow$ Customer Satisfaction ($f^2 = 0.001$). These findings are particularly noteworthy because they indicate that the direct contribution of Product Quality, Service Quality, and Customer Experience to Customer Satisfaction is limited when the other variables are simultaneously considered. Overall, the f^2 analysis suggests that Price is the most influential direct predictor of Customer Satisfaction, whereas Brand Image and Product Quality play stronger roles through Customer Experience and Service Quality, respectively.

4.3.3. Path Coefficients and Hypothesis Testing

The results of the structural path analysis presented in Table 8 demonstrate that the hypothesized relationships vary substantially in their statistical significance. Of the ten hypothesized relationships, five are statistically supported, namely Brand Image $\rightarrow$ Customer Experience (H2), Digital Marketing $\rightarrow$ Customer Satisfaction (H4), Digital Marketing $\rightarrow$ Customer Experience (H5), Price $\rightarrow$ Customer Satisfaction (H6), and Product Quality $\rightarrow$ Service Quality (H9). These relationships have positive path coefficients and statistically significant p -values below 0.05. In particular, Brand Image $\rightarrow$ Customer Experience demonstrates a strong positive relationship ($\beta = 0.676$, $t = 9.223$, $p < 0.001$), while Product Quality $\rightarrow$ Service Quality also shows a strong positive effect ($\beta = 0.714$, $t = 9.915$, $p < 0.001$).

Table 8. Structural Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	t-value	p-value	Decision
H1	Brand Image $\rightarrow$ Customer Satisfaction	0.104	1.144	0.253	Not supported
H2	Brand Image $\rightarrow$ Customer Experience	0.676	9.223	<0.001	Supported
H3	Customer Experience $\rightarrow$ Customer Satisfaction	0.125	1.085	0.278	Not supported
H4	Digital Marketing $\rightarrow$ Customer Satisfaction	0.215	2.985	0.003	Supported
H5	Digital Marketing $\rightarrow$ Customer Experience	0.155	2.021	0.043	Supported
H6	Price $\rightarrow$ Customer Satisfaction	0.545	6.804	<0.001	Supported
H7	Price $\rightarrow$ Service Quality	0.112	1.585	0.113	Not supported
H8	Product Quality $\rightarrow$ Customer Satisfaction	0.054	0.533	0.594	Not supported
H9	Product Quality $\rightarrow$ Service Quality	0.714	9.915	<0.001	Supported
H10	Service Quality $\rightarrow$ Customer Satisfaction	0.023	0.210	0.834	Not supported

Among the relationships directly associated with Customer Satisfaction, Price emerges as the strongest significant predictor ($\beta = 0.545$, $t = 6.804$, $p < 0.001$), followed by Digital Marketing ($\beta = 0.215$, $t = 2.985$, $p = 0.003$). These findings indicate that customers' perceptions of price and their exposure to digital marketing activities are directly associated with higher customer satisfaction. In contrast, the direct effects of Brand Image ($\beta = 0.104$, $p = 0.253$), Customer Experience ($\beta = 0.125$, $p = 0.278$), Product Quality ($\beta = 0.054$, $p = 0.594$), and Service Quality ($\beta = 0.023$, $p = 0.834$) on Customer Satisfaction are not statistically significant.

The results also reveal an important structural pattern in the model. Brand Image significantly enhances Customer Experience, while Product Quality significantly improves Service Quality, but neither Customer Experience nor Service Quality demonstrates a significant direct effect on Customer Satisfaction. This suggests that the relationships among the constructs may be more complex than simple direct effects. In the café context, customers' satisfaction appears to be more immediately associated with perceived price and digital marketing, whereas Brand Image and Product Quality exert their strongest influence through intermediate customer perceptions.

4.4. Predictive Relevance of the Structural Model

The predictive relevance results presented in Table 10 demonstrate that the structural model possesses meaningful predictive capability for all endogenous constructs. The Customer Satisfaction construct records a Q^2 value of 0.473, indicating substantial predictive relevance. This result suggests that the model is capable of reproducing a considerable proportion of the observed values of customer satisfaction beyond the explanatory power indicated by R^2 .

Table 10. Construct Cross-Validated Redundancy

Endogenous Construct	SSO	SSE	Q ²	Predictive Relevance
Customer Satisfaction	360.00	189.73	0.473	Yes
Customer Experience	450.00	311.25	0.308	Yes
Service Quality	450.00	278.92	0.380	Yes

Similarly, Service Quality obtains a Q^2 value of 0.380, while Customer Experience records a Q^2 value of 0.308. Both values are clearly greater than zero, confirming that the model has predictive relevance for these endogenous constructs. Among the three endogenous variables, Customer Satisfaction demonstrates the highest predictive relevance, followed by Service Quality and Customer Experience.

Overall, the Q^2 findings provide additional evidence that the proposed structural model has meaningful out-of-sample predictive capability within the sample-based PLS-SEM assessment. In particular, the relatively high Q^2 value for Customer Satisfaction (0.473) strengthens the evidence that the integrated model of Digital Marketing, Price, Service Quality, Product Quality, Customer Experience, and Brand Image provides useful predictive information for understanding customer satisfaction in the café context. These findings complement the relatively high R^2 value for Customer Satisfaction (0.754), indicating both strong explanatory power and meaningful predictive relevance.

4.4. Predictive Relevance of the Structural Model

The model-fit results presented in Table 11 provide an overall assessment of how well the proposed PLS-SEM model represents the empirical data. The Standardized Root Mean Square Residual (SRMR) for the saturated model is 0.082, while the estimated model produces an SRMR of 0.106. The saturated-model value is close to the commonly referenced 0.08 threshold, whereas the estimated-model value is somewhat higher, indicating that the structural specification does not demonstrate a strong level of global fit under a strict SRMR criterion.

The remaining fit indices also show differences between the saturated and estimated models. The d_{ULS} values are 3.748 for the saturated model and 6.302 for the estimated model, while the d_G values are 1.983 and 2.245, respectively. The Chi-square statistic increases from 832.309 in the saturated model to 883.758 in the estimated model. Similarly, the NFI decreases from 0.611 to 0.587. These results indicate that the estimated structural model fits the observed data less closely than the unrestricted saturated model.

Table 11. Model Fit Statistics

Fit Index	Saturated Model	Estimated Model
SRMR	0.082	0.106
d_{ULS}	3.748	6.302
d_G	1.983	2.245
Chi-square	832.309	883.758
NFI	0.611	0.587

Overall, the model-fit results should be interpreted with caution rather than as evidence of excellent global model fit. The relatively high explanatory power (R^2) and predictive relevance (Q^2) reported in the preceding analyses remain important strengths of the model, particularly for Customer Satisfaction. However, the SRMR and NFI values suggest that there may be opportunities to improve the structural specification. For a PLS-SEM study, model evaluation should therefore consider the combined evidence from measurement reliability, discriminant validity, collinearity, explanatory power, predictive relevance, and structural path significance, rather than relying solely on global fit indices.

5. DISCUSSIONS

5.1. Customer satisfaction in the café industry

The findings demonstrate that customer satisfaction in the café industry is a multidimensional phenomenon that cannot be explained solely by service quality or product quality. The structural model shows that Price ($\beta = 0.545$, $p < 0.001$) is the strongest direct predictor of Customer Satisfaction, followed by Digital Marketing ($\beta = 0.215$, $p = 0.003$). This indicates that customers of Kedai Kaca Family place substantial importance on the perceived value obtained from the price they pay and on information and engagement generated through digital marketing (Tokhtiyeva and Esenye 2025; Safitri and Komaryatin 2025; Iswanto, Sulasti, and Yuliana 2024; Pane, Sentosa, and Sharin 2025; Sagita and Hakim 2022). In a café environment dominated by young consumers, particularly students, affordability and digital visibility may therefore be more immediately influential in shaping satisfaction than traditional service attributes.

An important finding is the significant relationship between Digital Marketing and Customer Experience ($\beta = 0.155$, $p = 0.043$). This suggests that digital marketing does more than communicate

promotional information; it can shape customers' expectations and perceptions before and during their interaction with the café. Similarly, Brand Image strongly influences Customer Experience ($\beta = 0.676$, $p < 0.001$). Thus, brand image appears to function as an experiential mechanism through which customers interpret and evaluate their interaction with the café. However, Customer Experience does not have a significant direct effect on Customer Satisfaction ($\beta = 0.125$, $p = 0.278$). This indicates that a positive experience alone may not be sufficient to generate satisfaction when customers simultaneously evaluate price, product, and other attributes.

The results also reveal a strong relationship between Product Quality and Service Quality ($\beta = 0.714$, $p < 0.001$). This finding is theoretically interesting because customers may perceive the quality of the final product as part of the overall service-delivery process. Nevertheless, Service Quality does not significantly affect Customer Satisfaction ($\beta = 0.023$, $p = 0.834$), and Product Quality also has no significant direct effect on Customer Satisfaction ($\beta = 0.054$, $p = 0.594$). These findings suggest that the conventional assumption that better products and better service automatically produce greater satisfaction may not fully apply to this café context. Instead, customers may evaluate these attributes in relation to price-value considerations and the overall market communication surrounding the café.

The model's explanatory capability further strengthens this interpretation. The model explains 75.4% of the variance in Customer Satisfaction ($R^2 = 0.754$), while explaining 56.1% of Customer Experience and 59.7% of Service Quality. The relatively high R^2 for Customer Satisfaction indicates that the multidimensional model provides substantial explanatory value. However, the nonsignificant direct effects of several variables suggest that future research should investigate mediating and sequential mechanisms, rather than assuming that all marketing and service variables exert independent direct effects on satisfaction (Yusof, Rohiat, and Milala 2025; Suprayogi, Kusumawati, and Mawardi 2024; Sithole, Roux, and Retief 2025a; Ge et al. 2021; Zena and Hadisumarto 2021; Maritsha et al. 2025).

5.2. Policy Development and Managerial Implications

The findings have several implications for café management, local Micro, Small, and Medium Enterprises (MSMEs) development, and digital-economy policy (Maritsha et al. 2025; Andalib, Dinani, and Beni 2025; Rossello-Nadal and Sard 2026; Cho, Kim, and Lee 2020). Because Price is the strongest direct determinant of Customer Satisfaction, café management should prioritize perceived value rather than simply lowering prices. Strategies could include student-oriented packages, affordable combo menus, loyalty discounts, and differentiated pricing according to product size or consumption occasion.

The policy implication is that support programs for small cafés and MSMEs should include pricing and cost-management training, enabling businesses to maintain affordable prices while protecting profitability. Digital Marketing has a significant direct effect on Customer Satisfaction and also influences Customer Experience (Asfour et al. 2024; Utomo et al. 2023; Suwardi et al. 2026; Thu and Surbakti 2026; Halid et al. 2026; Nugroho, Susila, and Kuswati 2025; Martono 2026; Wahyudi et al. 2025; Sagita and Hakim 2022). This means that social media should not be treated merely as an advertising channel. Instagram, TikTok, Facebook, and other platforms should function as an integrated customer-engagement system.

Management should emphasize: authentic product photographs and videos; updated menus and prices; customer-generated content; promotional campaigns; rapid responses to customer comments; consistent brand messaging; short-form video content; online reviews and testimonials. For local economic policy, MSME development programs could provide digital marketing literacy, content-production training, social-media analytics, and digital customer-service training.

The very strong relationship between Brand Image $\rightarrow$ Customer Experience ($\beta = 0.676$) indicates that brand positioning has an important role in shaping how customers experience the café. Therefore, management should develop a consistent identity across: social media $\rightarrow$ café environment $\rightarrow$ employee interaction $\rightarrow$ product presentation $\rightarrow$ customer experience.

The implication is that brand image should not be developed solely through logos, slogans, or promotional campaigns. It should be translated into actual customer encounters.

The strong relationship between Product Quality $\rightarrow$ Service Quality ($\beta = 0.714$) suggests that product-related improvements can contribute to customers' overall assessment of service delivery. Management should therefore integrate: Product consistency + preparation standards + employee competence + presentation + delivery speed rather than managing product and service quality as completely separate functions. Training programs for café employees should consequently combine barista skills, product consistency, hygiene, order accuracy, communication, and customer handling.

The respondent profile provides an important contextual finding: 67.8% were aged 21–25 years and 71.1% were students. This suggests that the café's market is strongly connected to the youth/student segment. A practical strategy is therefore to develop cafés as multifunctional youth-oriented spaces, combining: affordable food and beverages; Wi-Fi; comfortable seating; study spaces; social interaction; digital engagement; student

promotions; and community activities. For local government and MSME development agencies, this could become part of a broader youth entrepreneurship and creative-economy policy.

5.3. Research Novelty

The main novelty of this study lies in moving beyond a single-dimensional customer-satisfaction model. Rather than examining only service quality or price as isolated determinants, this research integrates Digital Marketing, Price, Product Quality, Service Quality, Customer Experience, and Brand Image within a single PLS-SEM framework.

Novelty 1: Multidimensional customer-satisfaction model. The research proposes an integrated model: Digital Marketing + Price + Product Quality + Service Quality + Brand Image + Customer Experience → Customer Satisfaction. This provides a more comprehensive representation of the contemporary café-consumption process, where customers simultaneously evaluate economic, functional, experiential, relational, and digital dimensions.

Novelty 2: Identification of different pathways to satisfaction. The most important empirical novelty is that the variables do not operate equally. The findings distinguish between, i.e. Direct satisfaction pathway (Price → Customer Satisfaction, and Digital Marketing → Customer Satisfaction), Experiential pathway (Brand Image → Customer Experience), and Service pathway, i.e. Product Quality → Service Quality). This suggests that customer satisfaction is generated through different mechanisms rather than a simple collection of independent predictors.

Novelty 3: Price as the dominant direct driver. The finding that Price ($\beta = 0.545$) is the strongest significant direct predictor of Customer Satisfaction provides an important contextual contribution. It suggests that in a café market dominated by young and student consumers, perceived affordability/value may outweigh conventional service-quality considerations when customers make their overall satisfaction judgment.

Novelty 4: Brand image as an experiential antecedent. The strong effect of Brand Image on Customer Experience ($\beta = 0.676$) provides another important contribution. Brand image is often conceptualized as a direct antecedent of satisfaction or loyalty. This research instead demonstrates its stronger role in shaping the customer's experience, suggesting that brand image can function as an experiential antecedent rather than merely a cognitive evaluation.

Novelty 5: Product quality as an antecedent of service quality. The strong Product Quality → Service Quality relationship ($\beta = 0.714$) offers a potentially interesting theoretical contribution. It indicates that in café settings, customers may not strictly separate the quality of the product from the quality of the service. The product itself becomes part of the customer's evaluation of service delivery.

This study contributes to café marketing and customer-satisfaction literature by proposing and empirically testing a multidimensional model that integrates digital, economic, functional, experiential, and symbolic dimensions of consumption. The findings demonstrate that customer satisfaction is not generated uniformly across these dimensions. Price and Digital Marketing emerge as significant direct drivers of satisfaction, whereas Brand Image primarily shapes Customer Experience and Product Quality strongly determines perceived Service Quality. This differentiated pathway suggests that café customer satisfaction should be understood as a multi-stage process in which value perception, digital engagement, brand meaning, product performance, and service delivery interact rather than operate as isolated determinants.

6. CONCLUSIONS

This study aimed to develop and empirically evaluate a multidimensional model of customer satisfaction in the café industry by examining the relationships among Digital Marketing, Price, Service Quality, Product Quality, Customer Experience, Brand Image, and Customer Satisfaction. Using data from 90 customers of Kedai Kaca Family in Manokwari, Eastern Indonesia, the study employed PLS-SEM to assess the reliability and validity of the measurement model and to test the proposed structural relationships.

The findings demonstrate that customer satisfaction is influenced by different pathways rather than by a single dominant service-related factor. Price emerged as the strongest direct predictor of Customer Satisfaction ($\beta = 0.545$, $p < 0.001$), followed by Digital Marketing ($\beta = 0.215$, $p = 0.003$). Digital Marketing also significantly influenced Customer Experience ($\beta = 0.155$, $p = 0.043$), while Brand Image had a strong positive effect on Customer Experience ($\beta = 0.676$, $p < 0.001$). In addition, Product Quality strongly influenced Service Quality ($\beta = 0.714$, $p < 0.001$). However, Brand Image, Customer Experience, Product Quality, and Service Quality did not demonstrate significant direct effects on Customer Satisfaction. Thus, five of the ten proposed hypotheses were supported.

The structural model explained 75.4% of the variance in Customer Satisfaction ($R^2 = 0.754$), indicating substantial explanatory capability. The model also demonstrated predictive relevance for Customer Satisfaction ($Q^2 = 0.473$), Customer Experience ($Q^2 = 0.308$), and Service Quality ($Q^2 = 0.380$). These results suggest that café customer satisfaction should be understood as a multidimensional and pathway-dependent phenomenon, in which price value and digital engagement have more immediate effects on

satisfaction, while brand image and product quality primarily shape intermediate experiential and service perceptions.

From a managerial and MSME perspective, the findings highlight the importance of maintaining affordable perceived value, strengthening digital marketing engagement, developing a consistent brand identity, and ensuring product consistency. For cafés serving predominantly young and student consumers, digital communication, competitive pricing, and an integrated brand experience should therefore be treated as complementary strategic priorities. The study contributes to the literature by demonstrating that conventional factors such as service and product quality do not necessarily translate directly into customer satisfaction; instead, their effects may depend on how customers interpret value, experience, and brand-related cues within the café environment.

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