LAPORAN

KEGIATAN PENULISAN ARTIKEL DI JURNAL

Customer Loyalty in Urban Restaurants: The Role of Experience and Atmosphere

Disusun oleh:

[1]Catharina Clara (NIDN.0211047601)

[2]Celesta Flora Irawan (MM Universitas Pendidikan Ganesha/ Undiksha)

[3]Monaly Sandra (NIM. 2222072)

Program Studi Manajemen

Fakultas Bisnis dan Akuntansi

UNIVERSITAS KATOLIK MUSI CHARITAS

PALEMBANG

2025

A. Nama Jurnal : Business Economic, Communication, and Social Science Journal (BECOSS)

p-ISSN : -

e-ISSN : 2686-2557

Volume : 7

Nomor : 2

Halaman : 255-270

Kategori Jurnal : Sinta 3

B. URL artikel : https://journal.binus.ac.id/index.php/BECOSS/article/view/13742

C. Terindeks : **DOI https://doi.org/10.21512/becossjournal.v7i2.13742**

D. Penerbit : School of Design, Faculty of Humanities, Faculty of Economics and Communication, and Binus Business School.

E. Total Biaya : Rp. _ -

<lampirkan bukti tagihan dan bukti pembayaran (kuitansi dari penerbit jurnal atau bukti transfer yang menerangkan pembayaran jurnal untuk vol (no) tahun)>

Surat Tugas Publikasi

UNIVERSITAS KATOLIK MUSI CHARITAS

VERITAS ET SCIENTIA NOBIS LUMEN

SURAT TUGAS

NOMOR: 373/II/A-PN1002/07/2025

Rektor Universitas Katolik Musi Charitas memberikan tugas kepada,

1	Ketua Tim	Catharina Clara, S.E., M.Si. NIDN. 0211047601
	Anggota	Monaly Sandra NIM. 2222072
	Judul Kegiatan	Loyalitas Pelanggan dalam Layanan Restoran Omnichannel: Analisis Pengaruh Pengalaman Pelanggan, Kualitas Layanan, dan Suasana Toko
	Skema	UKMC
	Fakultas/Prodi	Bisnis dan Akuntansi/Manajemen
	Jenis Proposal	Proposal Penelitian
2	Ketua Tim	Sri Andayani, S.Kom., M.Cs. NIDN. 0222077601
	Anggota	Ayu Elisya Natama Sianturi NIM. 2314026
	Judul Kegiatan	Klasifikasi Tanaman Calathea Menggunakan Metode Svm Dengan Fitur Hsv Dan Hog
	Skema	UKMC
	Fakultas/Prodi	Sains dan Teknologi/Sistem Informasi
	Jenis Proposal	Proposal Penelitian
3	Ketua Tim	Klaudius Jevanda B.S, M.T. NIDN. 0215028504
	Anggota	Kevin Winardi NIM. 2313004 Johanes NIM. 2313009
	Judul Kegiatan	Sistem Informasi Pengelolaan Laboratorium Komputer Program Studi Informatika Unika Musi Charitas
	Skema	UKMC
	Fakultas/Prodi	Sains dan Teknologi/Sistem Informasi
	Jenis Proposal	Proposal Penelitian
4	Ketua Tim	Maria Nuraeni, SKM., M. Kes NIDN. 0214087302
	Anggota	Lusia Sudarmi., M. Biomed NIDN. 0217128702 Gabriela Yesisca Noventa Panggabean NIM. 2134005
	Judul Kegiatan	Pengaruh Ruang Bebas dalam Tabung Vacuum EDTA 3 ml terhadap Akurasi Hasil pemeriksaan Hematokrit dan Eritrosit
	Skema	UKMC
	Fakultas/Prodi	Ilmu Kesehatan/Teknologi Laboratorium Medis
	Jenis Proposal	Proposal Penelitian
5	Ketua Tim	Ns. Sri Indaryati, M.Kep. NIDN. 0220087402
	Anggota	Ns. Veroneka Yosefpa Windahandayani M.Kep. NIDN. 0206049101 Ns. Novita Elisabeth Daeli, M.Kep. NIDN. 0224118902 Laura Vicuna Malut NIM. 2333072 Brigita Angelias Stevani NIM. 2333013 Ni Wayan Runi Anggraeni NIM. 2433006
	Judul Kegiatan	Hubungan Self-Care Dengan Risiko Stroke Pada Klien Hipertensi
	Skema	UKMC
	Fakultas/Prodi	Ilmu Kesehatan/Ilmu Keperawatan
	Jenis Proposal	Proposal Penelitian

Kampus Bangau (Rektorat)
Jl. Bangau No 60 Palembang 30113
Telp. +62 711-378171
Sumatera Selatan - Indonesia

Kampus Burlian :
Jl. Jend. H. Burlian Lrg. Suka Senang No. 204 Km.7 Palembang 30152
Telp. +62 711 - 412806
Sumatera Selatan - Indonesia

Website : www.ukmc.ac.id | Email : rektorat@ukmc.ac.id

6	Ketua Tim	Ns. Ketut Suryani, M.Kep. NIDN. 0223028701
	Anggota	Ns. Maria Tarisia Rini, M.Kep. NIDN. 0214028701 Ns. Srimiyati, M.Kep. NIDN. 0205116101 Iluh Juliantari NIM. 2333024 Luh Mira Mei Sinta NIM. 2333108
	Judul Kegiatan	Pengetahuan Pubertas Remaja melalui Edukasi pada Anak Sekolah Dasar
	Skema	UKMC
	Fakultas/Prodi	Ilmu Kesehatan/Ilmu Keperawatan
	Jenis Proposal	Proposal Penelitian
7	Ketua Tim	Ns. Aniska Indah Fari.,M.Kep. NIDN. 0210048902
	Anggota	Ns. Aprida Manurung.,M.Kep. NIDN. 0225048903 Ns. Dheni Koerniawan.,M.Kep. NIDN. 0224048402 Enggel Apri Puji Pangestu NIM. 2233006 Dhea Agnesia NIM. 2333037 Wayan Dahlia NIM. 2333039 Aleyda Novera Tampubolon NIM. 2333053 Monikha Bintang Christiani NIM. 2333073
	Judul Kegiatan	Pengaruh Senam Chair Exercise Dan Senam Kaki Diabetik Terhadap Nilai GDS Pada Penderita Diabetes Mellitus
	Skema	UKMC
	Fakultas/Prodi	Ilmu Kesehatan/Ilmu Keperawatan
	Jenis Proposal	Proposal Penelitian
8	Ketua Tim	Ns. Lilik Pranata, S.Kep.,M.Kes. NIDN. 0210128201
	Anggota	Ns. M.K. Fitriani Fruitasari, S.Kep.,M.Kep. NIDN. 0223107403 Ns. Novita Anggraini, S.Kep.,M.Kes. NIDN. 0206118001 Miissye Aprinanda Sri NIM. 2333055 Aleyda Novera Tampubolon NIM. 2333053
	Judul Kegiatan	Pengaruh Program Senam Kebugaran Terstruktur terhadap Fisiologis Kebugaran Fisik, Fungsi Kognitif, Tingkat Stres, dan Kesehatan Mental pada Dewasa muda
	Skema	UKMC
	Fakultas/Prodi	Ilmu Kesehatan/Ilmu Keperawatan
	Jenis Proposal	Proposal Penelitian

Untuk melaksanakan penelitian bagi dosen Fakultas Ilmu Kesehatan, Fakultas Sains dan Teknologi dan Fakultas Bisnis dan Akuntansi Universitas Katolik Musi Charitas.

Membuat laporan tertulis hasil penelitian kepada Rektor Universitas Katolik Musi Charitas.

UNIVERSITAS KATOLIK MUSI CHARITAS

VERITAS ET SCIENTIA NOBIS LUMEN

Surat tugas ini dibuat untuk dilaksanakan dengan penuh tanggung jawab.

8 Juli 2025
REKTOR
UNIVERSITAS KATOLIK MUSI CHARITAS,

DR. MARIA YOSAPHAT DEDI HARYANTO, S.E.,M.SI.
NIDN. 0205107401

Tembusan Yth.:
1. Dekan Fakultas Ilmu Kesehatan
2. Dekan Fakultas Sains dan Teknologi
3. Dekan Fakutas Bisnis dan Akuntansi
4. Kepala LPPM
5. yang bersangkutan

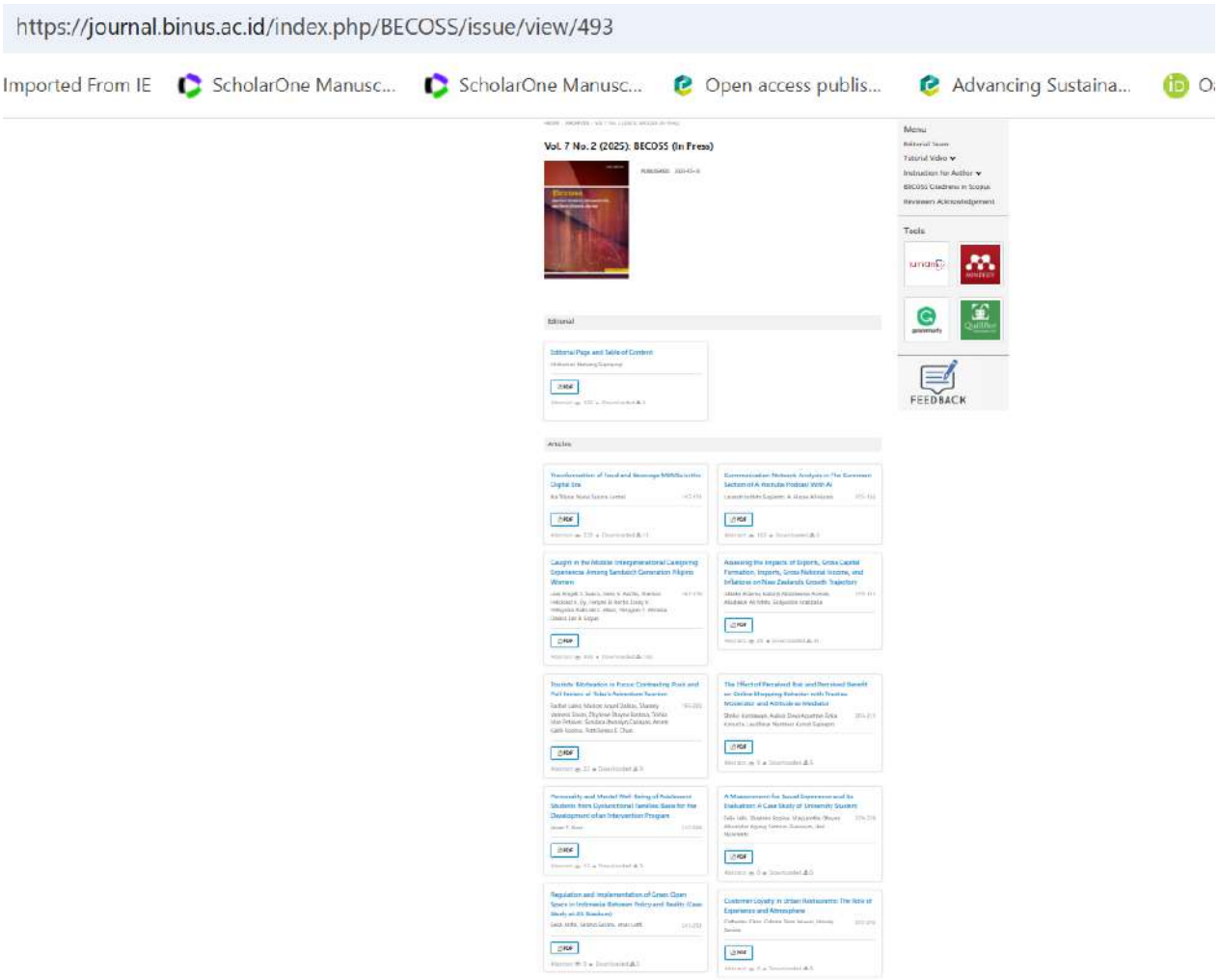
Kampus Bangau (Rektorat)
Jl. Bangau No.60 Palembang 30113
Telp. +62 711-378171
Sumatera Selatan - Indonesia

Kampus Burlian :
Jl. Ext. H. Burlian Lrg. Suka Senang No. 204 Km 7 Palembang 30152
Telp. +62 711 - 412806
Sumatera Selatan - Indonesia

Website : www.ukmc.ac.id | Email : rektorat@ukmc.ac.id

Cover Jurnal/Screen Shot Cover Jurnal Elektronik

https://journal.binus.ac.id/index.php/BECOSS/issue/view/493



Daftar Isi Jurnal/Screen Shot Daftar Artikel Jurnal Elektronik

Vol. 7 No. 2 May 2025 e-ISSN : 2686-2557

Becoss

Business Economic, Communication, and Social Sciences Journal

TABLE OF CONTENTS

1. **Ika Triana & Nurul Sukma Lestari**
Transformation of Food and Beverage MSMEs in the Digital Era 147-154

2. **Larasati Indhita Sugianto & A. Hasan Al Husain**
Communication Network Analysis in The Comment Section of A Youtube Podcast With AI 155-166

3. **Lara Angeli S. Suaco, Inero V. Ancho, Marison Felicidad R. Dy, Ferlynn B. Recto, Daisy V. Pelegrina, Rufo Gil Z. Albor, Phrygian P. Almeda, & Danica Jae B. Sagun**
Caught in the Middle: Intergenerational Caregiving Experiences Among Sandwich Generation Filipino Women 167-178

4. **Ishiaka Adamu, Kuforiji Abdulwasiu Adeola, Abubakar Ali Mutu, & Sirajuddin Arabzada**
Assessing the Impacts of Exports, Gross Capital Formation, Imports, Gross National Income, and Inflations on New Zealand's Growth Trajectory 179-191

5. **Rachel Laleo, Maricar Angel Dalisay, Shanley Vanness Dixon, Zhyriene Shayne Bastasa, Trishia Mae Petalver, Sandara Jhunalyn Cudapas, Amety Kajth Rosimo, & Patti Betina E. Chan**
Tourists' Motivation in Focus: Contrasting Push and Pull Factors of Tuba's Adventure Tourism 193-202

6. **Shelvy Kurniawan, Aulivia Dewi Agustine, Erika Kamada, & Laudhinar Nurtriara Kamal Suprapto**
The Effect of Perceived Risk and Perceived Benefit on Online Shopping Behavior with Trust as Moderator and Attitude as Mediator 203-211

7. **Limar T. Kisse**
Personality and Mental Well-Being of Adolescent Students from Dysfunctional Families: Basis for the Development of an Intervention Program 213-228

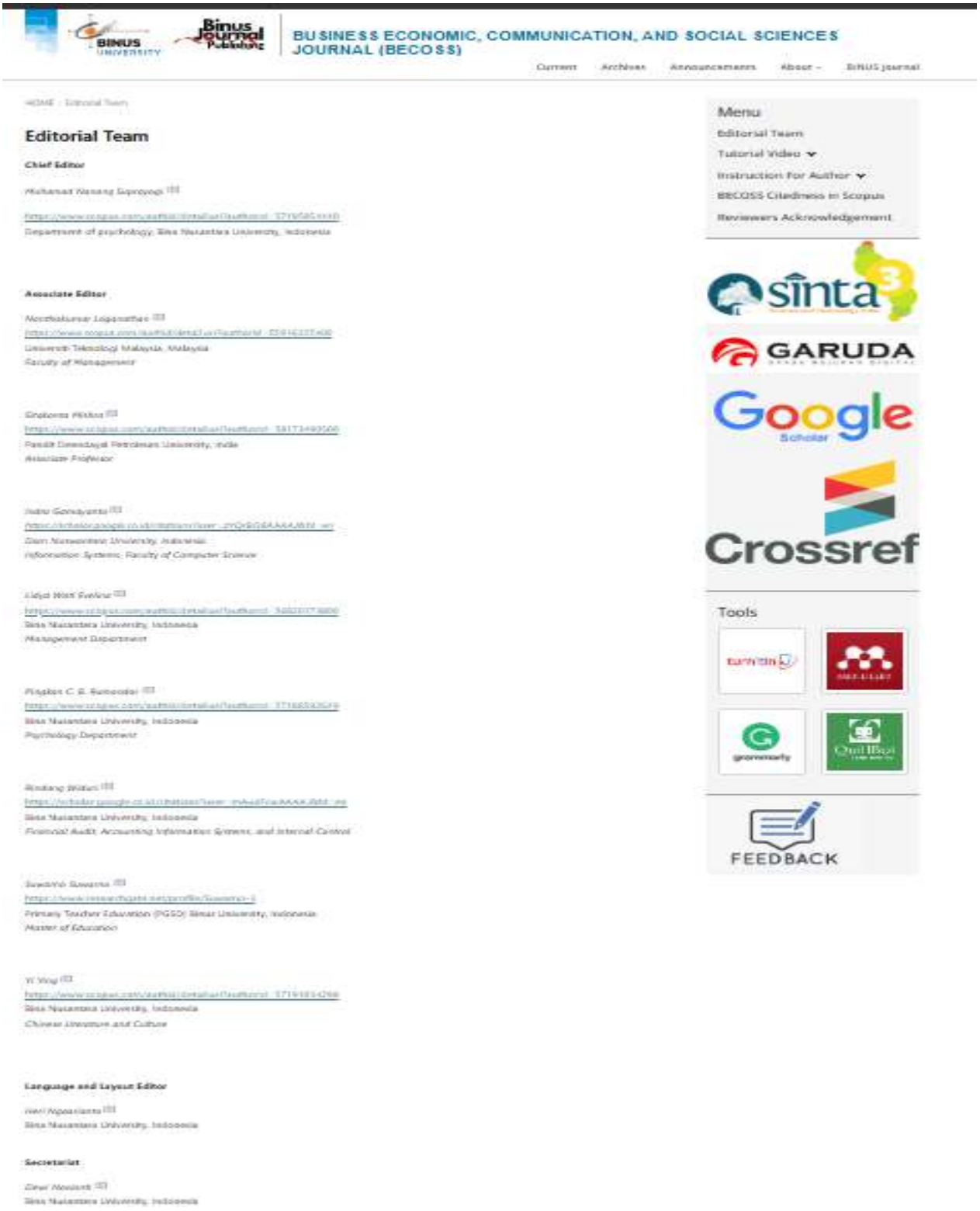
8. **Felix Felix, Sharlene Regina, Margaretha Ohyver, Alexander Agung Santoso Gunawan, & Heri Ngarianto**
A Measurement for Social Experience and Its Evaluation: A Case Study of University Student 229-239

9. **Sada Arifin, Sadino Sadino, & Anas Lutfi**
Regulation and Implementation of Green Open Space in Indonesia: Between Policy and Reality (Case Study at JIS Stadium) 241-254

10. **Catharina Clara, Celesta Flora Irawan, & Monaly Sandra**
Customer Loyalty in Urban Restaurants: The Role of Experience and Atmosphere 255-270

In Press

Daftar Editor & Daftar Reviewer Jurnal



BUSINESS ECONOMIC, COMMUNICATION, AND SOCIAL SCIENCES JOURNAL (BECOSS)

Current Archives Announcements About Binus Journal

HOME / Editorial Team

Editorial Team

Chief Editor

Muhamad Wasang Saprovoga

https://www.scopus.com/authid/detail.uri?authorId=57195853440

Department of psychology, Bina Nusantara University, Indonesia

Associate Editor

Manoharkumar Loganathan

https://www.scopus.com/authid/detail.uri?authorId=55816337400

Universiti Teknologi Malaysia, Malaysia

Faculty of Management

Sinjhoma Mishra

https://www.scopus.com/authid/detail.uri?authorId=58173493500

Pandit Deendayal Petroleum University, India

Associate Professor

Indra Gunawanto

https://scholar.google.co.id/citations?user=_zYQrSQAAAAJ&hl=en

Dian Nuswantoro University, Indonesia

Information Systems, Faculty of Computer Science

Lidya Wati Sverina

https://www.scopus.com/authid/detail.uri?authorId=56021073800

Bina Nusantara University, Indonesia

Management Department

Ringkon C. B. Bunosolan

https://www.scopus.com/authid/detail.uri?authorId=57188530249

Bina Nusantara University, Indonesia

Psychology Department

Bindang Wahyu

https://scholar.google.co.id/citations?user=nAwdFcwAAAAJ&hl=en

Bina Nusantara University, Indonesia

Financial Audit, Accounting Information Systems, and Internal Control

Swadma Suwarna

https://www.researchgate.net/profile/Suwarna-3

Primary Teacher Education (PGSD) Binus University, Indonesia

Master of Education

Yi Ying

https://www.scopus.com/authid/detail.uri?authorId=57191834268

Bina Nusantara University, Indonesia

Chinese Literature and Culture

Language and Layout Editor

Heri Nganiarta

Bina Nusantara University, Indonesia

Secretariat

Dewi Novianti

Bina Nusantara University, Indonesia

Menu

Editorial Team

Tutorial Video

Instruction For Author

BECOSS Citedness in Scopus

Reviewers Acknowledgement

sinta 3

GARUDA

Google Scholar

Crossref

Tools

FEEDBACK

Peer-Reviewer

Umar Farooq
Scopus ID: [redacted]
National University, Pakistan

Sudarshana Agrawal
Google Scholar ID: [redacted]
GITAM University, India

Shaoshong SEK
Chula Academia: [redacted]
Chulalongkorn University, Thailand

Ali Ibrahim
Google Scholar ID: [redacted]
Universitas Smaljaya, Indonesia

Ami Sapitjaya
Google Scholar ID: [redacted]
Universitas Semarang, Indonesia

Anang Hartaya
Google Scholar ID: [redacted]
IBI Institute, Indonesia

Dinar Nur Affifu
Google Scholar ID: [redacted]
Mercu Buana University, Indonesia

Herlin Tundjung Setyowagih
Google Scholar ID: [redacted]
Universitas Tanamanagara, Indonesia

M. Ali Ghufron
Scopus ID: [redacted]
IKIP PGRI Bojonegoro, Indonesia

Muh. Toufik
Scopus ID: [redacted]
ITB University, Indonesia

Yuliana Kaka
Scopus ID: [redacted]
Institut Transportasi dan Logistik Trisakti, Indonesia

Yustinus Rio Soetikno
Scopus ID: [redacted]
Multimedia Nusantara University, Indonesia

Alexander Agung Santoso Gunawan
Scopus ID: [redacted]
Bina Nusantara University, Indonesia

Anto Maria Sundjaja
Scopus ID: [redacted]
Bina Nusantara University, Indonesia

Menu
Editorial Team
Tutorial Video
Instruction For Author
BECOSS Citedness in Scopus
Reviewers Acknowledgement









Tools











Letter of Acceptance (LoA)

BINUS UNIVERSITY

Letter of Acceptance

Jakarta, 10 September 2025

No: B10/Mgr.RTT/IX/2025

Catharina Clara[1], Celesta Flora Irawan[2] & Monaly Sandra[3]

[1,3]Faculty of Business and Accounting, Management Department,
Musi Charitas Catholic University
South Sumatera, Palembang 3011 - Indonesia

[2]Master of Management,
Ganesha University of Education,
Buleleng, Bali 81116 - Indonesia
clara@ukmc.ac.id; celesta@student.undiksha.ac.id;
2222072@student.ukmc.ac.id

People
Innovation
Excellence

Here is the acceptance letter of Becoss to be used as it is referred:

"Customer Loyalty in Urban Restaurants: The Role of Experience and Atmosphere" by Catharina Clara, Celesta Flora Irawan & Monaly Sandra.

The article has been through a review process and copyediting process before it will be published in the Journal of Becoss Volume 7 Number 2, May 2025 e-ISSN: 2686-2557. BECOSS has been accredited by the Ministry of Research, Technology and Higher Education under the decree number **72/E/KPT/2024** and has been indexed and abstracted by *Science and Technology Index 3* (SINTA 3), *Garda Rujukan Digital* (Garuda), *Google Scholar*, *Crossref*.

Faithfully Yours,

Muhamad Nanang Suprayogi, S.Psi., M.Si, Ph.D
Editor in Chief Becoss

Lampiran Artikel Jurnal

JURNAL BECOSS
(Business Economic, Communication, and Social Sciences), Vol.7 No.2 May 2025: 255-270
e-ISSN: 2686-2557
DOI: 10.21512/becossjournal.v7i2.13742

Customer Loyalty in Urban Restaurants: The Role of Experience and Atmosphere

Catharina Clara[1*], Celesta Flora Irawan[2], Monaly Sandra[3]

[1,3] Faculty of Business and Accounting, Management Program Study,
Musi Charitas Catholic University,
Palembang 30113, Indonesia

[2] Master of Management,
Ganesha University of Education,
Bali 81116, Indonesia

clara@ukmc.ac.id; celesta@student.undiksha.ac.id;
2222072@student.ukmc.ac.id

*Correspondence: clara@ukmc.ac.id

In Press

ABSTRACT

This study aims to investigate the influence of experiential marketing, store atmosphere, offline service quality, and electronic service quality on customer satisfaction and loyalty within the context of omnichannel urban restaurants in Indonesia. This study extends the S-O-R and ECT models by demonstrating how experiential and atmospheric cues outweigh functional digital factors in emerging market contexts. A quantitative method was employed, and data were collected through an online questionnaire distributed to customers who had experienced both online and offline services from urban restaurants. A total of 250 valid responses were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results indicate that customer satisfaction significantly affects customer loyalty, confirming its mediating role. Experiential marketing strongly influences both satisfaction and loyalty, emphasizing the importance of emotional and sensory engagement. Store atmosphere positively impacts satisfaction, underlining the role of physical environment in enhancing the dining experience. While offline service quality has a marginal effect on satisfaction, electronic service quality does not show a significant impact. These findings suggest that digital features alone are insufficient to generate emotional responses unless combined with meaningful physical interactions. Therefore, urban restaurant managers should prioritize integrated experiences that blend digital efficiency with memorable offline touchpoints. Future studies could examine moderating variables such as customer digital readiness or include constructs like trust or engagement to enrich the model. This study contributes to the growing literature on omnichannel customer experience by offering a comprehensive perspective that integrates both online and offline service quality into a unified satisfaction–loyalty framework.

Keywords: *Experiential Marketing; Store Atmosphere; Service Quality; Customer Loyalty; Urban Restaurants*

Copyright @ 2025

INTRODUCTION

The COVID-19 pandemic has dramatically reshaped consumer behavior across industries worldwide, with the food and beverage sector experiencing one of the most significant shifts. During the pandemic, restrictions on social gatherings and heightened health concerns compelled consumers to rely heavily on online ordering and digital interactions with urban restaurants (resto), accelerating the adoption of e-service platforms, contactless delivery systems, and digital payment methods (Liu et al., 2020; Mallari et al., 2023; Rajabion et al., 2019; Tamakloe et al., 2024). Empirical studies from diverse markets including the China, India, Australia, Canada, Mexico, the United Kingdom (UK), and the United States (US), consistently report a surge in online food ordering frequency and increased consumer expectations for seamless digital service experiences (Gupta et al., 2024; Kong et al., 2024; Ma et al., 2024; Ramesh et al., 2023).

However, as pandemic restrictions ease and societies adapt to a new normal, a notable resurgence in consumers' desire for physical dining experiences has emerged. Post-pandemic consumer research indicates that many customers seek to reconnect with family, friends, and community through shared meals in atmospheric and welcoming urban restaurant settings (Ayisi-Nyarko et al., 2024; Han, 2021; B. Li et al., 2023; Salvietti et al., 2022; H. Yang, 2024). Studies have demonstrated that emotional and social needs, such as belongingness and sensory stimulation, have regained prominence, driving the renewed importance of in-person dining quality (Ham et al., 2021; Le et al., 2021; Lim et al., 2022).

This post-pandemic trend highlights a dual challenge and opportunity for urban restos: balancing the efficiency and convenience of digital service quality with the emotional and sensory richness of in-person dining experiences (Clara & Tua, 2025; Kong et al., 2024; Seo & Roh, 2025). While e-service quality remains critical for maintaining seamless online ordering, responsiveness, and reliability (H. Li & Suomi, 2009; Swaid & Wigand, 2009), offline service quality and, in particular, store atmosphere have become pivotal in fulfilling customers' emotional needs for comfort, social connection, and memorable experiences (Essardi et al., 2022; Prentice et al., 2019; Ryu & Han, 2010). Recent empirical evidence suggests that a well-designed store atmosphere can significantly elevate customer satisfaction and encourage repeat visits, especially in urban restaurant settings where ambiance strongly influences dining choices (Essardi et al., 2022; Gao, 2019; Ham et al., 2021; Hauser, 2021).

The conceptual framework of this study is grounded in the Stimulus–Organism–Response (S-O-R) theory developed by Mehrabian and Russell (1974). This framework facilitates an understanding of how environmental and experiential stimuli—both online and offline—influence internal customer states (satisfaction) and consequent behavioral responses (loyalty). Prior studies applying the S-O-R model to consumer behavior, such as (Changa et al., 2011; Hameed et al., 2025; C.-H. Lee & Chen, 2021), provide theoretical and empirical support for this approach. This study adopts the Stimulus–Organism–Response (S-O-R) framework to understand how various stimuli—both physical (e.g., store atmosphere, offline service quality) and digital (e.g., electronic service quality)—affect the internal states of customers (organism), particularly satisfaction, which in turn drives behavioral outcomes such as loyalty (response). The S-O-R model allows for a comprehensive exploration of how environmental cues in an omnichannel context influence affective and cognitive evaluations.

To further explain the mechanisms underlying customer satisfaction, this framework is complemented by Expectation–Confirmation Theory (ECT). ECT posits that satisfaction is not merely a result of meeting expectations but is significantly influenced by the degree of disconfirmation—either positive (exceeding expectations) or negative (falling short) (Oliver, 1980). In mature service settings such as urban restaurants, where customers may already anticipate a baseline of competent service delivery, the drivers of satisfaction tend to shift toward emotional and experiential cues rather than purely functional attributes(Fu et al., 2018; Mehrabioun, 2024; Wolverton et al., 2020; Wu et al., 2020; T. Yang et al., 2023). Therefore, experiences that provide sensory engagement, ambiance, and affective resonance are more likely to yield positive disconfirmation and, subsequently, stronger satisfaction and loyalty responses. By integrating the S-O-R and ECT perspectives, this study positions customer experience as a central mechanism in the satisfaction–loyalty relationship within omnichannel restaurant environments. The S-O-R framework explains how stimuli affect customer responses, while ECT

In Press

strengthens this by clarifying the role of expectation and disconfirmation in shaping satisfaction as the 'organism' stage.

Despite the growing body of research on omnichannel adoption, few studies have explicitly integrated the Stimulus-Organism-Response (SOR) perspective with Expectation-Confirmation Theory (ECT) to explain consumers' intention and continued usage behavior. While SOR highlights the role of external stimuli in shaping internal evaluations, ECT emphasizes how confirmation of expectations influences satisfaction and behavioral outcomes. By bridging SOR and ECT, this study provides a novel theoretical lens and is among the first to apply this integration in the context of omnichannel shopping applications in Indonesia.

Central to this evolving dynamic is experiential marketing, which emphasizes the creation of multisensory, emotional, cognitive, behavioral, and relational engagements that resonate deeply with customers (Bèzes, 2019; Same & Larimo, 2012; Wibowo et al., 2020). Recent global studies reinforce that experiential marketing not only enhances customer satisfaction but also directly drives customer loyalty by fostering emotional bonds and brand attachment (Abigail et al., 2024; Chen, 2024; S. Kim et al., 2019). In urban restaurant contexts, experiential marketing strategies—such as curated events, sensory stimuli, personalized interactions, and social media engagement (Bazi et al., 2023; Bolton, 2022; Cankül et al., 2024) —have been linked to stronger loyalty intentions compared to traditional service quality factors alone.

Given these evolving consumer expectations and empirical insights, it is imperative to comprehensively examine how experiential marketing, alongside e-service quality, offline service quality, and store atmosphere, collectively influence customer satisfaction and ultimately customer loyalty in the omnichannel context of urban restaurants. Few studies have simultaneously examined these variables in an integrated model within emerging markets such as Indonesia. This integrative approach aligns with recent calls in service marketing literature to bridge the digital-physical divide and develop holistic models that reflect contemporary consumer journeys (Belghiti, 2018; Clara, 2023; Jocevski, 2020; Mishra, 2021; Pangarkar et al., 2022). Understanding these relationships will enable restaurant managers and marketers to craft integrated strategies that cater effectively to both digital convenience and rich physical experiences, thus securing sustained competitive advantage in a highly competitive and rapidly evolving market environment.

The rapid advancement of digital technology has transformed the urban restaurant industry, compelling these establishments to adopt omnichannel strategies that integrate both online and offline services to meet evolving customer expectations. Among various factors influencing customer behavior, experiential marketing has emerged as a central component in shaping deep, emotional connections between urban restaurants and their patrons. Despite the increasing adoption of omnichannel and digital platforms, prior studies have predominantly emphasized functional and technological aspects such as ease of use, efficiency, or system quality. However, limited attention has been given to the role of experiential and atmospheric cues in shaping consumer evaluation and behavioral outcomes, particularly in emerging market contexts where cultural and contextual nuances may shift consumer priorities. This study addresses this gap by integrating the S-O-R and ECT models to highlight how experiential and atmospheric elements may outweigh functional digital factors in influencing consumer responses.

This study emphasizes experiential marketing as a pivotal driver that not only enhances customer satisfaction but also exerts a direct influence on customer loyalty. In contrast, other factors such as e-service quality, offline service quality, and store atmosphere are conceptualized to primarily affect customer satisfaction, which in turn mediates their impact on loyalty. Recognizing this distinction is crucial for urban restaurants seeking to allocate resources effectively and develop targeted strategies that foster long-term loyalty. This is the first study to integrate S-O-R and ECT frameworks in examining experiential marketing, store atmosphere, offline and online service quality simultaneously in urban restaurants in Indonesia.

Based on the background described above, this research aims to investigate how experiential marketing, e-service quality, offline service quality, and store atmosphere influence customer satisfaction within the context of omnichannel urban restaurants. Additionally, it seeks to explore the extent to which customer satisfaction affects customer loyalty in Indonesian urban restaurants that implement omnichannel service strategies. In line with these research problems, the objectives of the

In Press

study are to analyze the effects of experiential marketing, e-service quality, offline service quality, and store atmosphere on customer satisfaction, and to examine the impact of customer satisfaction on customer loyalty in the context of omnichannel services in urban restaurant settings.

Customer loyalty reflects a customer's intention to repurchase and resist switching to competitors, often demonstrated through repeated purchases and positive word-of-mouth (Büyükdağ, 2021; Clara, 2019). In today's fiercely competitive business environment, loyalty is a strategic imperative for maintaining market share and reducing customer acquisition costs (K. Kim & Kim, 2024). Customer satisfaction, defined as a cognitive and emotional evaluation of service experiences based on the congruence between expectations and perceived value (Agyeiwaah & Suyafei, 2024; Park, 2020), is a fundamental antecedent of loyalty. Empirical evidence strongly supports satisfaction as a key predictor of sustained customer loyalty (Askari et al., 2024; Clara, 2023; Qiu et al., 2024).

Experiential marketing involves engaging customers through sensory, emotional, cognitive, behavioral, and relational stimuli (Chang & Cheng, 2023; Mulyawati & Handayani, 2020). Unlike traditional marketing focused on transactional features, experiential marketing creates meaningful, memorable moments (Cheng et al., 2023). This approach is especially relevant in high-touch service settings like urban restaurants, where direct interaction and environmental ambiance significantly shape customer perceptions (Bolton, 2022; Hallikainen et al., 2019). Experiential marketing has been shown to enhance affective and cognitive engagement, thereby fostering satisfaction and loyalty (Cankül et al., 2024; Tyrväinen et al., 2020).

Elements such as lighting, interior organization, scent, music, and visual style form the store atmosphere, which in turn affects consumers' emotional reactions and behavioral patterns (Hauser, 2021). A comfortable and emotionally appealing atmosphere increases visitor comfort, emotional attachment, and customer retention (Jalil et al., 2016). For urban restaurants, atmosphere is critical as patrons seek not only food and beverages but also a pleasant environment for relaxation, socialization, or work, thus affecting satisfaction and loyalty.

The measurement of offline service quality is commonly grounded in the SERVQUAL approach, which identifies five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (A. P. Parasuraman et al., 1988). Delivering excellent offline service quality promotes customer trust, improves satisfaction, and nurtures enduring relationships (J. Zhao et al., 2024). Meanwhile, e-service quality addresses digital interaction factors such as ease of use, system reliability, privacy, and responsiveness (Murfield et al., 2017). Within omnichannel strategies, e-service quality is vital for ensuring a smooth, consistent customer experience across digital and physical platforms (Juwaini et al., 2022).

Experiential marketing stands out as a comprehensive approach that engages customers on multiple levels — sensory, emotional, cognitive, behavioral, and relational — creating immersive and memorable experiences (Chang & Cheng, 2023). This multifaceted engagement not only cultivates satisfaction but also builds stronger direct bonds to loyalty, as customers emotionally and behaviorally commit to the brand beyond transactional satisfaction (Nam et al., 2025; W. Zhao, 2020). Meanwhile, e-service quality, offline service quality, and store atmosphere are recognized as significant contributors to enhancing customer satisfaction by improving service convenience, reliability, and environmental comfort. However, their impact on customer loyalty tends to be indirect, operating through the mediating role of customer satisfaction (Foster & McLelland, 2015). Drawing from this theoretical foundation and empirical evidence, this study proposes the following hypotheses as shown in Figure 1.: **H1**, experiential marketing positively influences customer satisfaction; **H2**, experiential marketing positively influences customer loyalty; **H3**, e-service quality positively influences customer satisfaction; **H4**, offline service quality positively influences customer satisfaction; **H5**, store atmosphere positively influences customer satisfaction; and **H6**, customer satisfaction positively influences customer loyalty.

In Press

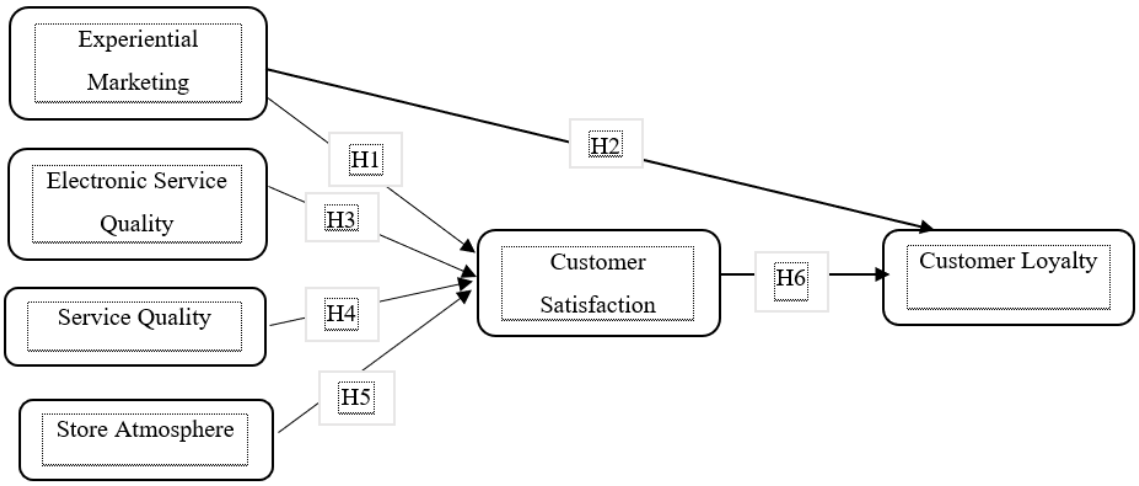


Figure 1. Conceptual Framework

In Press

METHODS

This study employs a quantitative research approach to examine the effects of experiential marketing, store atmosphere, offline service quality, and electronic service quality on customer satisfaction and loyalty within the omnichannel urban restaurant service context in Indonesia. The quantitative methodology is selected for its capability to systematically measure variables, test hypotheses, and generalize findings to a broader population.

The measurement instruments used in this study were adapted from previously validated scales to ensure both conceptual alignment and empirical reliability. This study focuses on four principal independent variables. Experiential marketing refers to the process through which consumers engage with a brand via multisensory, emotional, and cognitive elements that together shape a comprehensive experience (Mulyawati & Handayani, 2020). Store atmosphere encompasses the physical and ambient elements of the urban restaurant environment—such as lighting, music, aroma, layout, and interior design—that influence customer perceptions and emotional responses (Essardi et al., 2022). Traditional service quality is assessed using the SERVQUAL model developed by Parasuraman et al. (1988), which includes five core dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Meanwhile, electronic service quality captures customers' perceptions of digital service delivery, including system efficiency, order fulfillment, data privacy, responsiveness in digital communication, and infrastructure reliability (A. Parasuraman et al., 2005). The mediating variable is Customer Satisfaction, indicating the degree to which customer expectations are fulfilled during the service experience (Ali et al., 2022; Fakfare, 2021; Z. Li et al., 2025). The dependent variable is Customer Loyalty, operationalized through behavioral intentions including repeat purchases, recommendations, and brand preference retention (Juwaini et al., 2022; Kini et al., 2024).

The target population in this study consists of customers of urban restaurants in various regions of Indonesia who have experienced both online services and direct visits to restaurant outlets. A non-probability purposive sampling technique is employed, focusing on individuals who meet several inclusion criteria: they must be at least 17 years old, reside in Indonesia, have made purchases from urban restaurants through online platforms such as GoFood, GrabFood, ShopeeFood, or via direct digital orders through Instagram and WhatsApp, and have also visited the restaurants in person. Additionally, respondents are required to follow at least one urban restaurant's social media account (e.g., Instagram, Facebook, or TikTok) and have previously interacted with the restaurant's digital content. A pilot test involving 30 respondents was conducted prior to the main survey to detect potential technical issues and to ensure the validity and reliability of the measurement instruments.

Data were collected via an online questionnaire distributed using Google Forms. Distribution leveraged social media strategies, including direct messages (DMs), story mentions, and posts tagging urban restaurant and dining community accounts in Indonesia. This approach was chosen due to the high engagement of Indonesian urban restaurant customers on digital platforms, particularly in urban areas. Each questionnaire item was rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), capturing constructs of experiential marketing, store atmosphere, offline and electronic service quality, customer satisfaction, and loyalty. The study followed ethical research guidelines, and participation was entirely voluntary. Respondents were informed about the purpose of the study, and their consent was obtained prior to completing the survey. Anonymity and confidentiality of responses were assured throughout the data collection process.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 4.0. This technique was chosen for its suitability in analyzing complex models with latent constructs, its predictive orientation, and its robustness to non-normal data distributions (Hair et al., 2019). The analysis was carried out in two main stages. First, the measurement model was evaluated by retaining indicator loadings of 0.70 or higher, ensuring internal consistency reliability through Composite Reliability (CR) and Cronbach's Alpha with thresholds of 0.70 or above, confirming convergent validity with an Average Variance Extracted (AVE) of at least 0.50, and testing discriminant validity using the Fornell-Larcker criterion and cross-loading analysis. Second, the structural model was evaluated by examining path coefficients, t-statistics, and p-values through a bootstrap procedure with 500 resamples. The model's explanatory power was assessed using the coefficient of determination (R^2), and overall model fit was evaluated through indices such as the Standardized Root Mean Square Residual (SRMR), d_ULS, d_G, Chi-Square, and the Normed Fit Index (NFI).

In Press

RESULT AND DISCUSSION

The demographic profile of the 250 respondents reflects a digitally engaged urban consumer base in Indonesia. The majority reside in major metropolitan areas, with Jakarta contributing 24%, followed by Surabaya (14%), Bandung (12%), and other cities such as Denpasar, Makassar, Semarang, Yogyakarta, and Palembang, each accounting for 6–8%. Satellite cities in the Greater Jakarta area (Tangerang, Bekasi, Depok) contribute a combined 12%. In terms of age, most respondents fall within the 21–30 age range (52%), followed by those aged 31–40 (28%), indicating a dominant group of digitally literate young adults. The gender distribution is relatively balanced, with 54% female and 46% male participants. Regarding occupation, the largest group comprises private sector employees (37%), followed by students (24%), entrepreneurs (18%), and civil servants (11%), while the rest include freelancers and others. This diverse demographic distribution highlights a relevant and representative sample of urban consumers who actively interact with both online and offline restaurant services.

Outer Model (Measurement Model) Evaluation

To assess the reliability and validity of the measurement model, the outer loadings, t-statistics, and p-values of each indicator were examined. Indicators with outer loading values below the minimum acceptable threshold of 0.70 were removed to ensure measurement precision. The results, as shown in Table 1 and Figure 2, indicate that all retained indicators had outer loading values above 0.80, demonstrating strong indicator reliability (Hair et al., 2019). Specifically, the loading values for Customer Loyalty ranged from 0.858 to 0.886, for Customer Satisfaction from 0.814 to 0.874, for Experiential Marketing from 0.821 to 0.852, for Electronic Service Quality from 0.812 to 0.881, for Store Atmosphere from 0.802 to 0.824, and for Service Quality from 0.801 to 0.900.

Table 1. Measurement Model Evaluation

Outer Loading	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
CL1 ← Customer Loyalty	0.883	0.882	0.019	46.811	0.000

CL2 ← Customer Loyalty	0.858	0.856	0.025	33.879	0.000
CL3 ← Customer Loyalty	0.880	0.879	0.019	46.189	0.000
CL4 ← Customer Loyalty	0.886	0.885	0.020	44.694	0.000
CS1 ← Customer Satisfaction	0.830	0.827	0.034	24.411	0.000
CS2 ← Customer Satisfaction	0.814	0.810	0.036	22.556	0.000
CS3 ← Customer Satisfaction	0.874	0.871	0.023	38.048	0.000
CS4 ← Customer Satisfaction	0.874	0.870	0.025	34.369	0.000
CS6 ← Customer Satisfaction	0.865	0.863	0.022	39.702	0.000
EM3 ← Experiential Marketing	0.838	0.838	0.030	28.185	0.000
EM5 ← Experiential Marketing	0.843	0.842	0.034	24.731	0.000
EM6 ← Experiential Marketing	0.821	0.822	0.041	19.844	0.000
EM7 ← Experiential Marketing	0.834	0.833	0.037	22.620	0.000
EM8 ← Experiential Marketing	0.852	0.851	0.029	29.193	0.000
ESQ1 ← Electronic Service Quality	0.812	0.807	0.039	20.809	0.000
ESQ2 ← Electronic Service Quality	0.823	0.822	0.031	26.742	0.000
ESQ3 ← Electronic Service Quality	0.881	0.880	0.026	34.279	0.000
ESQ6 ← Electronic Service Quality	0.863	0.862	0.022	38.351	0.000
ESQ7 ← Electronic Service Quality	0.828	0.826	0.032	26.156	0.000
ESQ8 ← Electronic Service Quality	0.817	0.815	0.023	36.275	0.000
SA1 ← Store Atmosphere	0.802	0.799	0.054	14.874	0.000
SA3 ← Store Atmosphere	0.824	0.820	0.044	18.618	0.000
SA5 ← Store Atmosphere	0.805	0.805	0.033	24.485	0.000
SA6 ← Store Atmosphere	0.802	0.801	0.040	19.820	0.000
SA7 ← Store Atmosphere	0.815	0.817	0.027	30.462	0.000
SA8 ← Store Atmosphere	0.817	0.817	0.038	21.729	0.000
SQ2 ← Service Quality	0.801	0.800	0.034	23.559	0.000
SQ6 ← Service Quality	0.857	0.854	0.030	28.106	0.000
SQ7 ← Service Quality	0.863	0.864	0.020	42.410	0.000
SQ8 ← Service Quality	0.900	0.898	0.027	33.267	0.000

Source: Research Data Processed

In Press

All t-values exceeded the critical value of 1.96 and all p-values were below 0.001, confirming that each outer loading is statistically significant at the 0.01 level. These findings suggest that each indicator contributes significantly to its respective latent construct. Therefore, the measurement model demonstrates adequate indicator reliability and convergent validity, supporting its suitability for further structural model evaluation.

Table 2. Construct Reliability and Validity Results

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Fornell-Larcker Criterion
Customer Loyalty	0.900	0.900	0.930	0.769	0.877
Customer Satisfaction	0.905	0.907	0.930	0.726	0.768
Electronic Service Quality	0.915	0.919	0.934	0.702	0.680
Experiential Marketing	0.894	0.896	0.922	0.702	0.581
Service Quality	0.878	0.881	0.916	0.733	0.678
Store Atmosphere	0.896	0.899	0.920	0.657	0.695

Source: Research Data Processed

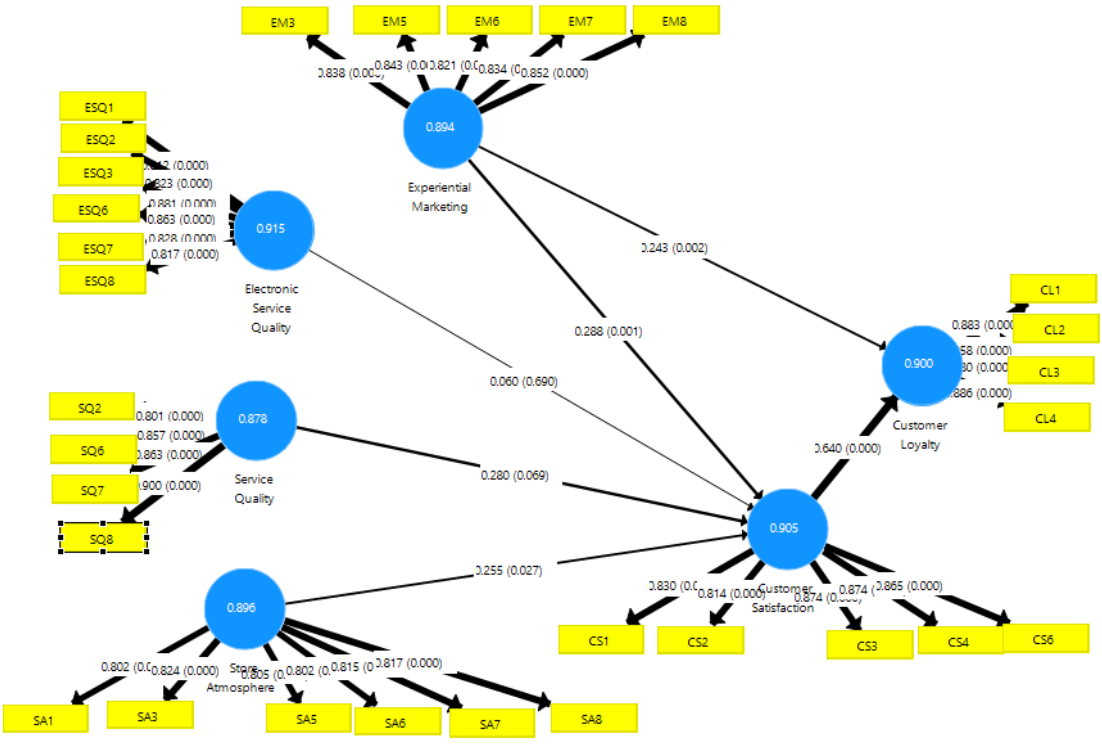
To assess the internal consistency and convergent validity of the constructs, this study evaluated Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE) values. As shown in Table 2, all constructs demonstrated strong internal consistency, with Cronbach's Alpha and rho_A values exceeding the recommended threshold of 0.70 (Hair et al., 2019). Composite Reliability values for all constructs ranged from 0.916 to 0.934, indicating high reliability and internal consistency of the measurement model. In addition, the AVE values for all constructs were above the minimum acceptable level of 0.50, ranging from 0.657 to 0.769. This confirms that each construct explains more than 50% of the variance in its indicators, supporting convergent validity. These results collectively indicate that the constructs used in this study are both reliable and valid for further analysis within the structural model. Discriminant validity was assessed using the Fornell-Larcker criterion, which compares the square root of the Average Variance Extracted (AVE) for each construct with the correlations between constructs. A construct is considered to have adequate discriminant validity if the square root of its AVE is higher than its correlations with other constructs (Fornell & Larcker, 1981). As shown in Table 2, the square roots of the AVE values (ranging from 0.581 to 0.877) exceed the inter-construct correlations, confirming that each construct shares more variance with its own indicators than with other constructs. These results indicate satisfactory discriminant validity across all latent variables in the model.

Structural Model Assessment (Path Coefficients)

The structural model was evaluated by examining the path coefficients, t-statistics, and p-values to determine the significance and strength of the hypothesized relationships among the constructs. The results, as shown in Figure 2 and Table 3, indicate that Customer Satisfaction has a strong and significant effect on Customer Loyalty (β = 0.640, t = 8.264, p < 0.001), supporting the hypothesis that satisfied customers are more likely to remain loyal.

Experiential Marketing was found to have a significant positive effect on both Customer Satisfaction (β = 0.288, t = 3.266, p = 0.001) and Customer Loyalty (β = 0.243, t = 3.075, p = 0.002), suggesting that engaging customer experiences contribute directly and indirectly to loyalty. Additionally, Store Atmosphere significantly influences Customer Satisfaction (β = 0.255, t = 2.224, p = 0.027), indicating the importance of physical retail environments in shaping customer perceptions.

Press



Source: Research Data Processed

Figure 2. Outer Loading and Inner Model

Conversely, the effect of Electronic Service Quality on Customer Satisfaction was not statistically significant (β = 0.060, t = 0.399, p = 0.690), implying that in this context, electronic service interactions may not strongly influence customer satisfaction. Similarly, Service Quality showed a marginal effect on Customer Satisfaction (β = 0.280, t = 1.820, p = 0.069), falling just outside the conventional threshold for statistical significance (p < 0.05). These results suggest that while some service dimensions play a critical role, others may require further contextual exploration.

Table 3. Structural Model Assessment

Path Coefficient	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
H1: Experiential Marketing→Customer Satisfaction	0.288	0.283	0.088	3.266	0.001
H2: Experiential Marketing→Customer Loyalty	0.243	0.242	0.079	3.075	0.002
H3: Electronic Service Quality→Customer Satisfaction	0.060	0.050	0.149	0.399	0.690
H4: Service Quality→Customer Satisfaction	0.280	0.283	0.154	1.820	0.069
H5: Store Atmosphere→Customer Satisfaction	0.255	0.270	0.115	2.224	0.027
H6: Customer Satisfaction→Customer Loyalty	0.640	0.643	0.077	8.264	0.000

Note: Hypotheses are accepted or rejected based on the significance level of *p*-values. A hypothesis is accepted when $p < 0.05$, indicating a statistically significant relationship; otherwise, it is rejected.
Source: Research Data Processed

The model fit was assessed using several key indices, including SRMR, d_ULS, d_G, Chi-Square, and NFI as shown in Table 4. The Standardized Root Mean Square Residual (SRMR) for the estimated model was 0.087, which is slightly above the commonly accepted threshold of 0.08, indicating a moderate but still acceptable model fit. In comparison, the saturated model reported a lower SRMR value of 0.064, suggesting a better approximation to the empirical data. Additionally, the discrepancy measures d_ULS and d_G for the estimated model were 3.553 and 1.291, respectively, both higher than those of the saturated model (1.896 and 1.186), further indicating that the saturated model fits the data more closely. The Chi-Square value of the estimated model (865.583) was slightly higher than that of the saturated model (820.562), which is expected given the theoretical constraints imposed on the estimated model. Lastly, the Normed Fit Index (NFI) was 0.751 for the estimated model and 0.764 for the saturated model. Although these values fall below the ideal threshold of 0.90, they are above the minimum acceptable level of 0.70 commonly used in PLS-SEM studies. Overall, the model demonstrates an acceptable level of fit to the data, allowing for further interpretation of the structural relationships. The Heterotrait-Monotrait ratio of correlations (HTMT) was examined to assess discriminant validity. As shown in Table 4, all HTMT values are below the recommended threshold of 0.90, indicating adequate discriminant validity among the constructs. Furthermore, the 95% confidence intervals (HI95) for each pair of constructs do not include the value of 1, providing additional evidence that the constructs are empirically distinct. These results confirm that discriminant validity has been established in the measurement model.

Table 4. Model Fit

Model Fit	Saturated Model	Estimated Model	Acceptance Criteria	Assessment
SRMR	0.064	0.087	≤ 0.08 (good), ≤ 0.10 (acceptable)	Acceptable (Estimated model at threshold)
d_ULS	1.896	3.553	Lower values indicate better fit; must not exceed HI95 (bootstrapping)	Within acceptable range*
d_G	1.186	1.291	Lower values are preferred; must not exceed HI95 (bootstrapping)	Within acceptable range*
Chi-Square	820.562	865.583	Lower is better (no strict cut-off in PLS)	Descriptive only
NFI	0.764	0.751	≥ 0.90 (good), ≥ 0.80 (acceptable)	Below recommended threshold

In Press

Constructs	HTMT Value	HI95 Lower	HI95 Upper	Discriminant Validity
CSAT → CLOY	0.652	0.487	0.789	Yes
CSAT → SERVQ	0.734	0.562	0.841	Yes
CLOY → SERVQ	0.701	0.533	0.816	Yes
	R Square	**R Square Adjusted**	**Acceptance Criteria**	**Assessment**
Customer Loyalty	0.633	0.627	0.75 (strong), 0.50 (moderate), 0.25 (weak)	Moderate–strong
Customer Satisfaction	0.489	0.473	0.75 (strong), 0.50 (moderate), 0.25 (weak)	Moderate

Note: HI95 refers to the upper bound of the 95% confidence interval for the HTMT values. Discriminant validity is established when HI95 is below 1.
Source: Research Data Processed

Based on the R Square and Adjusted R Square values, the model demonstrates moderate explanatory power. Customer Satisfaction has an R Square of 0.489, indicating that approximately 48.9% of the variance in customer satisfaction can be explained by the combined effects of experiential marketing, electronic service quality, offline service quality, and store atmosphere. Meanwhile, Customer Loyalty has a higher R Square value of 0.633, suggesting that 63.3% of the variance in loyalty is explained by customer satisfaction and experiential marketing. The adjusted R Square values (0.473 for satisfaction and 0.627 for loyalty) confirm the robustness of the model while accounting for the number of predictors. These results indicate that the proposed framework provides a solid foundation for understanding key drivers of satisfaction and loyalty in the omnichannel urban restaurant context.

Discussion

The significant impact of experiential marketing and store atmosphere in the present model reinforces the evolving emphasis on customer experience as a critical driver in omnichannel service settings. This finding aligns with the shift from a purely utilitarian service orientation to one that places customer emotions, sensory engagement, and immersive experiences at the core of service strategy (Bell, 2020; Essardi et al., 2022; W. Zhao, 2020). Experiential marketing, through its multisensory and emotionally engaging nature, appears to play a pivotal role in forming positive customer perceptions, particularly in competitive urban markets where product and service differentiation can be minimal. Likewise, store atmosphere—through carefully curated physical cues such as lighting, scent, layout, and music—serves not only as an environmental enhancer but also as a symbolic representation of brand identity and quality, significantly affecting customer moods and behavioral outcomes.

In the context of omnichannel service, where customers fluidly transition between digital and physical touchpoints, the seamless integration of affective elements across both domains becomes increasingly important. The results suggest that customers do not merely evaluate urban restaurant services based on functionality (such as reliability or speed), but rather on how these services make them feel and how they engage their senses and emotions throughout the journey (Clara & Tua, 2025; Högberg et al., 2019; Z. W. Y. Lee et al., 2019). This underscores the growing relevance of affective and experiential marketing approaches in enhancing satisfaction and fostering loyalty in the digital age.

Furthermore, this outcome supports expectation–confirmation theory (ECT), which posits that customer satisfaction is largely influenced by the degree of disconfirmation between prior expectations and actual experiences. In mature service environments like urban restaurants, where basic functional expectations are often met as standard, the key to exceeding expectations lies in delivering emotionally resonant experiences that surprise and delight (Fu et al., 2018; T. Yang et al., 2023). Therefore, satisfaction is increasingly shaped by emotional gratification and experiential differentiation rather than by mere service adequacy.

Our findings can be better understood through the lens of Stimulus-Organism-Response (SOR) and Expectation-Confirmation Theory (ECT). The SOR framework explains how external stimuli, such as omnichannel service quality, shape internal evaluations (organism) that ultimately drive behavioral intentions (response). Consistent with ECT, the results also highlight that users' continued intention is strongly influenced by their confirmation of prior expectations regarding security and ease of use. These

In Press

results extend prior research by showing how both theories converge in the context of omnichannel shopping, while also revealing certain inconsistencies with studies that emphasized price value as the primary driver (e.g., (Do et al., 2023; Konuk, 2019; Ryu & Han, 2010). This highlights the unique contribution of our study in integrating SOR and ECT perspectives to explain technology-driven consumer behavior.

The findings provide important theoretical implications by extending the S-O-R and ECT frameworks to an emerging market context, showing that atmospheric and experiential cues are more influential than functional digital attributes. This suggests that future theoretical models should incorporate context-specific experiential factors to better capture consumer decision-making dynamics. From a managerial perspective, the results highlight the importance for retailers and service providers to go beyond digital functionality by investing in immersive experiences, personalized interactions, and atmospheric enhancements to sustain consumer engagement in highly competitive markets.

For practitioners, these findings imply that investments in digital and physical experiential design—such as engaging social media content, personalized communication, ambient in-store environments, and emotionally intelligent service—are not merely aesthetic enhancements but strategic imperatives. Urban restaurants operating in an omnichannel context should strive to offer consistent and emotionally fulfilling experiences across platforms, leveraging experiential cues to build stronger emotional connections and brand loyalty. As such, customer satisfaction and loyalty are no longer just outcomes of efficient service delivery, but the result of holistic, well-orchestrated customer experiences that engage the mind, heart, and senses.

In Press

CONCLUSION

This study examined the influence of experiential marketing, store atmosphere, service quality, and electronic service quality on customer satisfaction and customer loyalty in omnichannel urban restaurants. The findings confirm that customer satisfaction serves as a critical factor in building customer loyalty, emphasizing its role as a mediator between external service-related factors and behavioral outcomes.

Experiential marketing was found to significantly enhance both customer satisfaction and loyalty, highlighting the importance of delivering memorable and emotionally engaging experiences throughout the customer journey. The store atmosphere also played a meaningful role in shaping customer satisfaction, suggesting that the physical environment remains a vital touchpoint, even in an increasingly digitalized service landscape.

Service quality, although important, demonstrated a weaker impact, possibly reflecting customer expectations that high service standards are a given rather than a differentiating factor. Interestingly, electronic service quality did not show a significant relationship with customer satisfaction, indicating potential gaps in the digital service experience or a limited role of digital interactions in shaping emotional responses in this context.

These findings imply that urban restaurant operators should focus on creating immersive brand experiences and designing engaging atmospheres to foster customer satisfaction and loyalty. While functional service elements remain relevant, investing in experiential and emotional value creation may offer a stronger competitive advantage in omnichannel strategies.

Future research could expand by exploring moderating variables such as customer involvement, digital literacy, or generational differences to better understand behavioral responses. It is also recommended to incorporate variables such as brand trust or engagement to enrich the existing framework. Longitudinal or cross-regional studies may further enhance the generalizability of the results and support strategic development in the broader hospitality and food service sectors.

REFERENCES

Abigail, J., Sari, V. P., & Saputra, D. (2024). The Influence of Product Quality and Online Shopping Experience (OSE) on Consumer Loyalty Through Customer Satisfaction on Local Skincare Products. *Procedia Computer Science*, *234*, 537–544. https://doi.org/10.1016/j.procs.2024.03.037

Agyeiwaah, E., & Suyafei, Z. (2024). Female perceptions of gender-themed exhibitions: An expectation-confirmation model approach. *Tourism Management Perspectives*, *51*. https://doi.org/10.1016/j.tmp.2024.101238

Ali, H., Rivai Zainal, V., & Rafqi Ilhamalimy, R. (2022). Determination of Purchase Decisions and Customer Satisfaction: Analysis of Brand Image and Service Quality (Review Literature of Marketing Management). *Dinasti International Journal of Digital Business Management*, *3*(1), 141–153. https://doi.org/10.31933/dijdbm.v3i1.1100

Askari, S., Javadinasr, M., Peiravian, F., Khan, N. A., Auld, J., & Mohammadian, A. (Kouros). (2024). Loyalty toward shared e-scooter: Exploring the role of service quality, satisfaction, and environmental consciousness. *Travel Behaviour and Society*, *37*. https://doi.org/10.1016/j.tbs.2024.100856

Ayisi-Nyarko, D., Masambuka-Kanchewa, F., & Yakubu, B. N. (2024). Post-Covid-19 pandemic extension delivery: A systematic review of E-extension services prospects in Ghana. *Heliyon*, *10*(4), e26058. https://doi.org/10.1016/j.heliyon.2024.e26058

Bazi, S., Filieri, R., & Gorton, M. (2023). Social media content aesthetic quality and customer engagement: The mediating role of entertainment and impacts on brand love and loyalty. *Journal of Business Research*, *160*. https://doi.org/10.1016/j.jbusres.2023.113778

Belghiti, S. (2018). The Phygital Shopping Experience: An Attempt at Conceptualization and Empirical Investigation. In *Developments in Marketing Science: Proceedings of the Academy of Marketing Science* (pp. 61–74). https://doi.org/10.1007/978-3-319-68750-6_18

Bell, D. R. (2020). Customer supercharging in experience-centric channels. *Management Science*, *66*(9), 4096–4107. https://doi.org/10.1287/mnsc.2019.3453

Bèzes, C. (2019). What kind of in-store smart retailing for an omnichannel real-life experience? In *Recherche et Applications en Marketing* (Vol. 34, Issue 1, pp. 91–112). https://doi.org/10.1177/2051570718808132

Bolton, R. N. (2022). Designing satisfying service encounters: website versus store touchpoints. *Journal of the Academy of Marketing Science*, *50*(1), 85–107. https://doi.org/10.1007/s11747-021-00808-9

Büyükdağ, N. (2021). The effect of brand awareness, brand image, satisfaction, brand loyalty and WOM on purchase intention: An empirical research on social media. *Business & Management Studies: An International Journal*, *9*(4), 1380–1398. https://doi.org/10.15295/bmij.v9i4.1902

Cankül, D., Kaya, S., & Kızıltaş, M. Ç. (2024). The effect of gastronomic experience on restaurant image, customer perceived value, customer satisfaction and customer loyalty. *International Journal of Gastronomy and Food Science*, *36*. https://doi.org/10.1016/j.ijgfs.2024.100908

Chang, K.-C., & Cheng, Y.-S. (2023). How sensory perceptions and sensory brand experience influence customer behavioral intentions in the context of cartoon-themed restaurants. *International Journal of Hospitality Management*, *115*, 103604. https://doi.org/10.1016/j.ijhm.2023.103604

Changa, H. J., Eckmanb, M., & Yanb, R. N. (2011). Application of the stimulus-organism-response model to the retail environment: The role of hedonic motivation in impulse buying behavior. *International Review of Retail, Distribution and Consumer Research*, *21*(3), 233–249. https://doi.org/10.1080/09593969.2011.578798

Chen, C. T. (2024). Atmospherics fosters customer loyalty: Exploring the mediating effects of memorable customer experience and customer satisfaction in factory outlet malls in Taiwan. *Journal of Retailing and Consumer Services*, *80*. https://doi.org/10.1016/j.jretconser.2024.103936

Cheng, L., Wang, Y., Zhang, X., & Zhu, D. (2023). Double-edged sword of global demand heterogeneity: How service multinationals capture the benefits and mitigate the costs of managing

In Press

customer knowledge. *Journal of Business Research*, *154*, 113308. https://doi.org/10.1016/J.JBUSRES.2022.113308
Clara, C. (2019). Customer Brand Relationship: Peran Brand Love Terhadap Brand Commitment Dan Positive Word Of Mouth. *Buletin Ekonomi: Manajemen, Ekonomi Pembangunan, Akuntansi*, *17*(1), 29–46. https://doi.org/10.31315/be.v17i1.5550
Clara, C. (2023). Dimensions of Omnichannel Retail Quality on Customer Satisfaction and Loyalty. *Journal of International Conference Proceedings*, *6*(2), 44–57. https://doi.org/10.32535/JICP.V6I2.2348
Clara, C., & Tua, B. (2025). Physical and Digital Service Quality for Sustainable Customer Satisfaction in Lapo Tuak: Evidence from South Sumatra. *Business Economic, Communication, and Social Sciences Journal (BECOSS)*, *7*(1), 41–64. https://doi.org/10.21512/becossjournal.v7i1.12861
Do, Q. H., Kim, T. Y., & Wang, X. (2023). Effects of logistics service quality and price fairness on customer repurchase intention: The moderating role of cross-border e-commerce experiences. *Journal of Retailing and Consumer Services*, *70*. https://doi.org/10.1016/j.jretconser.2022.103165
Essardi, N. I., Mardikaningsih, R., & Darmawan, & D. (2022). Service Quality, Product Diversity, Store Atmosphere, and Price Perception: Determinants of Purchase Decisions for Consumers at Jumbo Supermarket. *Journal of Marketing and Business Research*, *2*(2), 95–104. https://doi.org/10.56348/mark.v2i2.52
Fakfare, P. (2021). Influence of service attributes of food delivery application on customers' satisfaction and their behavioural responses: The IPMA approach. *International Journal of Gastronomy and Food Science*, *25*, 100392. https://doi.org/10.1016/j.ijgfs.2021.100392
Foster, J., & McLelland, M. A. (2015). Retail atmospherics: The impact of a brand dictated theme. *Journal of Retailing and Consumer Services*, *22*, 195–205. https://doi.org/10.1016/j.jretconser.2014.07.002
Fu, X. mei, Zhang, J. hua, & Chan, F. T. S. (2018). Determinants of loyalty to public transit: A model integrating Satisfaction-Loyalty Theory and Expectation-Confirmation Theory. *Transportation Research Part A: Policy and Practice*, *113*, 476–490. https://doi.org/10.1016/j.tra.2018.05.012
Gao, F. (2019). New Functions of Physical Stores in the Age of Omnichannel Retailing. In *Springer Series in Supply Chain Management* (Vol. 8, pp. 35–50). https://doi.org/10.1007/978-3-030-20119-7_3
Gupta, A., Sacks, G., Cameron, A. J., Huggins, C. E., Peeters, A., Backholer, K., Vanderlee, L., White, C. M., Scapin, T., Gomez-Donoso, C., Bennett, R., Dubin, J. A., & Hammond, D. (2024). Use of online food delivery services among adults in five countries from the International Food Policy Study 2018–2021. *Preventive Medicine Reports*, *43*, 102766. https://doi.org/10.1016/j.pmedr.2024.102766
Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate Data Analysis* (8th ed.). Annabel Ainscow. www.cengage.com/highered
Hallikainen, H., Alamäki, A., & Laukkanen, T. (2019). Individual preferences of digital touchpoints: A latent class analysis. *Journal of Retailing and Consumer Services*, *50*(July 2018), 386–393. https://doi.org/10.1016/j.jretconser.2018.07.014
Ham, S., Lee, K.-S., Koo, B., Kim, S., Moon, H., & Han, H. (2021). The rise of the grocerant: Patrons' in-store dining experiences and consumption behaviors at grocery retail stores. *Journal of Retailing and Consumer Services*, *62*, 102614. https://doi.org/10.1016/j.jretconser.2021.102614
Hameed, I., Zainab, B., Akram, U., Ying, W. J., Chan Xing, C., & Khan, K. (2025). Decoding willingness to buy in live-streaming retail: The application of stimulus organism response model using PLS-SEM and SEM-ANN. *Journal of Retailing and Consumer Services*, *84*. https://doi.org/10.1016/j.jretconser.2025.104236
Han, J. L. & S. H. (2021). The Future of Service Post-COVID-19 Pandemic: Rapid Adoption of Digital Service Technology. In *Springer* (Vol. 1).
Hauser, M. (2021). Catch me if you scan: Data-driven prescriptive modeling for smart store environments. *European Journal of Operational Research*, *294*(3), 860–873. https://doi.org/10.1016/j.ejor.2020.12.047

In Press

Högberg, J., Ramberg, M. O., Gustafsson, A., & Wästlund, E. (2019). Creating brand engagement through in-store gamified customer experiences. *Journal of Retailing and Consumer Services*, *50*(May), 122–130. https://doi.org/10.1016/j.jretconser.2019.05.006

Jalil, N. A. A., Fikry, A., & Zainuddin, A. (2016). E-Atmospheric Effects on Youth Intention to Revisit a Cafe. *Procedia Economics and Finance*, *37*, 497–503. https://doi.org/10.1016/S2212-5671(16)30157-5

Jocevski, M. (2020). Blurring the Lines between Physical and Digital Spaces: Business Model Innovation in Retailing. *California Management Review*, *63*(1), 99–117. https://doi.org/10.1177/0008125620953639

Juwaini, A., Chidir, G., Novitasari, D., Iskandar, J., Hutagalung, D., Pramono, T., Maulana, A., Safitri, K., Fahlevi, M., Sulistyo, A. B., & Purwanto, A. (2022). The role of customer e-trust, customer e-service quality and customer e-satisfaction on customer e-loyalty. *International Journal of Data and Network Science*, *6*(2), 477–486. https://doi.org/10.5267/j.ijdns.2021.12.006

Kim, K., & Kim, J. (2024). The study of brand loyalty and switching cost on OTT bundled service choice: Focusing on reference-dependent preferences in the saturated market. *Journal of Retailing and Consumer Services*, *77*. https://doi.org/10.1016/j.jretconser.2023.103689

Kim, S., Ham, S., Moon, H., Chua, B.-L., & Han, H. (2019). Experience, brand prestige, perceived value (functional, hedonic, social, and financial), and loyalty among GROCERANT customers. *International Journal of Hospitality Management*, *77*, 169–177. https://doi.org/10.1016/j.ijhm.2018.06.026

Kini, A. N., Savitha, B., & Hawaldar, I. T. (2024). Brand loyalty in FinTech services: The role of self-concept, customer engagement behavior and self-brand connection. *Journal of Open Innovation: Technology, Market, and Complexity*, *10*(1). https://doi.org/10.1016/j.joitmc.2024.100240

Kong, Y., Zhen, F., Zhang, S., Chang, E., Cheng, L., & Witlox, F. (2024). Unveiling the influence of the extended online-to-offline food delivery service environment on urban residents' usage: A case study of Nanjing, China. *Cities*, *152*, 105220. https://doi.org/10.1016/j.cities.2024.105220

Konuk, F. A. (2019). The influence of perceived food quality, price fairness, perceived value and satisfaction on customers' revisit and word-of-mouth intentions towards organic food restaurants. *Journal of Retailing and Consumer Services*, *50*(May), 103–110. https://doi.org/10.1016/j.jretconser.2019.05.005

Le, T. H., Arcodia, C., Abreu Novais, M., Kralj, A., & Phan, T. C. (2021). Exploring the multi-dimensionality of authenticity in dining experiences using online reviews. *Tourism Management*, *85*, 104292. https://doi.org/10.1016/j.tourman.2021.104292

Lee, C.-H., & Chen, C.-W. (2021). Impulse Buying Behaviors in Live Streaming Commerce Based on the Stimulus-Organism-Response Framework. *Information*, *12*(6), 241. https://doi.org/10.3390/info12060241

Lee, Z. W. Y., Chan, T. K. H., Chong, A. Y. L., & Thadani, D. R. (2019). Customer engagement through omnichannel retailing: The effects of channel integration quality. *Industrial Marketing Management*, *77*, 90–101. https://doi.org/10.1016/J.INDMARMAN.2018.12.004

Li, B., Mousa, S., Reinoso, J. R. R., Alzoubi, H. M., Ali, A., & Hoang, A. D. (2023). The role of technology innovation, customer retention and business continuity on firm performance after post-pandemic era in China's SMEs. *Economic Analysis and Policy*, *78*, 1209–1220. https://doi.org/10.1016/j.eap.2023.05.004

Li, H., & Suomi, R. (2009). A Proposed Scale for Measuring E-service Quality. *International Journal of U- and e-Service, Science and Technology*, *2*(1), 1–10.

Li, Z., He, P., & Xu, H. (2025). Optimizing cooperation mechanisms for augmented reality (AR) services: Balancing product returns, pricing, and customer satisfaction. *Journal of Retailing and Consumer Services*, *85*. https://doi.org/10.1016/j.jretconser.2025.104263

Lim, W. M., Aggarwal, A., & Dandotiya, R. (2022). Marketing luxury services beyond affluence in the new normal: Insights from fine dining during the coronavirus pandemic. *Journal of Retailing and Consumer Services*, *66*. https://doi.org/10.1016/j.jretconser.2022.102936

Liu, G., Agostinho, F., Duan, H., Song, G., Wang, X., Giannetti, B. F., Santagata, R., Casazza, M., & Lega, M. (2020). Environmental impacts characterization of packaging waste generated by urban

In Press

food delivery services. A big-data analysis in Jing-Jin-Ji region (China). *Waste Management*, *117*, 157–169. https://doi.org/10.1016/j.wasman.2020.07.028

Ma, B., Wong, Y. D., Teo, C.-C., & Wang, Z. (2024). Enhance understandings of Online Food Delivery's service quality with online reviews. *Journal of Retailing and Consumer Services*, *76*, 103588. https://doi.org/10.1016/j.jretconser.2023.103588

Mallari, E. F. I., Ato, A., C. K., Crucero, L. J. M. O., Escueta, J. T., Eslabra, V. A. P., & Urbano, P. E. M. (2023). The mediating role of impulse buying on hedonic shopping motivation and life satisfaction of online shoppers in the Philippines. *International Social Science Journal*, *73*(249), 861–872. https://doi.org/10.1111/issj.12430

Mehrabioun, M. (2024). A multi-theoretical view on social media continuance intention: Combining theory of planned behavior, expectation-confirmation model and consumption values. *Digital Business*, *4*(1). https://doi.org/10.1016/j.digbus.2023.100070

Mishra, S. (2021). Consumer retention through phygital experience in omnichannel retailing: role of consumer empowerment and satisfaction. *Journal of Strategic Marketing*. https://doi.org/10.1080/0965254X.2021.1985594

Mulyawati, S., & Handayani, B. (2020). The Relationship between Celebrity Endorsement, Brand Experience, Brand Love, and Brand Emotional Value of Nature Republic Cosmetics. *The International Journal of Social Sciences World*, *2*(01), 85–94. https://doi.org/10.5281/zenodo.3900126

Murfield, M., Boone, C. A., Rutner, P., & Thomas, R. (2017). Investigating logistics service quality in omni-channel retailing. *International Journal of Physical Distribution and Logistics Management*, *47*(4), 263–296. https://doi.org/10.1108/IJPDLM-06-2016-0161

Nam, Y., Lee, S., & Lee, H. (2025). Consumer preferences for unmanned stores: A choice experiment study. *Journal of Retailing and Consumer Services*, *82*, 104061. https://doi.org/10.1016/j.jretconser.2024.104061

Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions 17(4), 460–469. *Journal of Marketing Research*, *17*(4), 460–469.

Pangarkar, A., Arora, V., & Shukla, Y. (2022). Exploring phygital omnichannel luxury retailing for immersive customer experience: The role of rapport and social engagement. *Journal of Retailing and Consumer Services*, *68*(December 2021), 103001. https://doi.org/10.1016/j.jretconser.2022.103001

Parasuraman, A. P., Zeithaml, V. A., & Berry, L. L. (1988). *SERVQUAL: A multiple-Item Scale for measuring consumer perceptions of service quality*. https://www.researchgate.net/publication/225083802

Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). E-S-QUAL a multiple-item scale for assessing electronic service quality. *Journal of Service Research*, *7*(3), 213–233. https://doi.org/10.1177/1094670504271156

Park, E. (2020). User acceptance of smart wearable devices: An expectation-confirmation model approach. *Telematics and Informatics*, *47*. https://doi.org/10.1016/j.tele.2019.101318

Prentice, C., Wang, X., & Loureiro, S. M. C. (2019). The influence of brand experience and service quality on customer engagement. *Journal of Retailing and Consumer Services*, *50*(April), 50–59. https://doi.org/10.1016/j.jretconser.2019.04.020

Qiu, N., Li, H., Pan, C., Wu, J., & Guo, J. (2024). The study on the relationship between perceived value, satisfaction, and tourist loyalty at industrial heritage sites. *Heliyon*, *10*(17). https://doi.org/10.1016/j.heliyon.2024.e37184

Rajabion, L., Khorraminia, M., Andjomshoaa, A., Ghafouri-Azar, M., & Molavi, H. (2019). A new model for assessing the impact of the urban intelligent transportation system, farmers' knowledge and business processes on the success of green supply chain management system for urban distribution of agricultural products. *Journal of Retailing and Consumer Services*, *50*(May), 154–162. https://doi.org/10.1016/j.jretconser.2019.05.007

Ramesh, R., Venkatesa Prabhu, S., Sasikumar, B., Kiruthika Devi, B. S., Prasath, P., & Praveena Rachel Kamala, S. (2023). An empirical study of online food delivery services from applications

In Press

perspective. *Materials Today: Proceedings*, *80*, 1751–1755. https://doi.org/10.1016/j.matpr.2021.05.500

Ryu, K., & Han, H. (2010). Influence of the Quality of Food, Service, and Physical Environment on Customer Satisfaction and Behavioral Intention in Quick-Casual Restaurants: Moderating Role of Perceived Price. *Journal of Hospitality and Tourism Research*, *34*(3), 310–329. https://doi.org/10.1177/1096348009350624

Salvietti, G., Ziliani, C., Ieva, M., & Ranfagni, S. (2022). Omnichannel retailing and post-pandemic recovery: building a research agenda. *International Journal of Retail &Distribution Management* . https://doi.org/10.1108/IJRDM-10-2021-0485

Same, S., & Larimo, J. (2012). *Marketing Theory: Experience Marketing and Experiential Marketing*. 480–487. https://doi.org/10.3846/BM.2012.063

Seo, K., & Roh, T. (2025). Online and offline delivery qualities: O2O satisfaction and loyalty through technology acceptance model. *Journal of Retailing and Consumer Services*, *82*, 104079. https://doi.org/https://doi.org/10.1016/j.jretconser.2024.104079

Swaid, S., & Wigand, R. T. (2009). Measuring the quality of E-service: Scale development and initial validation. *Journal of Electronic Commerce Research*, *10*(1). https://www.researchgate.net/publication/228623561

Tamakloe, R., Zhang, K., Atandzi, J., & Park, D. (2024). Examining urban delivery service user profiles and determinants of drone delivery adoption in Ghana considering usage before and after the COVID-19 pandemic. *Transport Policy*, *146*, 279–294. https://doi.org/10.1016/j.tranpol.2023.12.004

Tyrväinen, O., Karjaluoto, H., & Saarijärvi, H. (2020). Personalization and hedonic motivation in creating customer experiences and loyalty in omnichannel retail. *Journal of Retailing and Consumer Services*, *57*(July). https://doi.org/10.1016/j.jretconser.2020.102233

Wibowo, A., Chen, S.-C., Wiangin, U., Ma, Y., & Ruangkanjanases, A. (2020). Customer Behavior as an Outcome of Social Media Marketing: The Role of Social Media Marketing Activity and Customer Experience. *Sustainability*, *13*(1), 189. https://doi.org/10.3390/su13010189

Wolverton, C. C., Hirschheim, R., Black, W. C., & Burleson, J. (2020). Outsourcing success in the eye of the beholder: Examining the impact of expectation confirmation theory on IT outsourcing. *Information and Management*, *57*(6). https://doi.org/10.1016/j.im.2019.103236

Wu, I. L., Chiu, M. L., & Chen, K. W. (2020). Defining the determinants of online impulse buying through a shopping process of integrating perceived risk, expectation-confirmation model, and flow theory issues. *International Journal of Information Management*, *52*. https://doi.org/10.1016/j.ijinfomgt.2020.102099

Yang, H. (2024). The utility of remote work solutions in the post-pandemic era: Exploring the mediating effects of productivity and work flexibility. *Technology in Society*, *78*. https://doi.org/10.1016/j.techsoc.2024.102613

Yang, T., Yang, F., & Men, J. (2023). Understanding consumers' continuance intention toward recommendation vlogs: An exploration based on the dual-congruity theory and expectation-confirmation theory. *Electronic Commerce Research and Applications*, *59*. https://doi.org/10.1016/j.elerap.2023.101270

Zhao, J., Liu, Q., Lee, M.-K., Qi, G., & Liu, Y. (2024). Consumers' usage of errand delivery services: The effects of service quality and consumer perception. *Journal of Retailing and Consumer Services*, *81*, 104048. https://doi.org/10.1016/j.jretconser.2024.104048

Zhao, W. (2020). Examining the channel choice of experience-oriented customers in omni-channel retailing. *International Journal of Information Systems in the Service Sector*, *12*(1), 16–27. https://doi.org/10.4018/IJISSS.2020010102

In Press