



Leveraging Customer Experience, Brand Image and Store Atmosphere for Millennials Loyalty: An Empirical Analysis of Mediation

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Abstract

The increasing population and unique consumer behavior of millennials is a challenge for companies in offering products and retention this segment. The current study aims to investigate the millennial loyalty behavior and its brand-atmosphere mechanism in formatting customer experience. The study on visitors to Warunk Upnormal in Gorontalo was 170 samples of respondents with purposive sampling through questionnaires. Regression data analysis used SPSS Process Macro 3.4 program and mediation check conducted with Sobel test. The research findings indicate that brand image and store atmosphere have a direct and significant effect on customer experience but not significantly on consumer loyalty. Furthermore, the customer experience dimensions have a different impact in mediating the relationship between brand image and store atmosphere in increasing consumer loyalty. This study reinforce the role of the experiential economy in exploring millennial consumer behavior.

INTRODUCTION

Nowadays, the millennial generation has become a familiar and phenomenal segment. The uniqueness of the character of the millennial generation is an interesting topic to discuss. The consumptive and adaptive behavior with technological advances and social media embedded in the characteristics of this generation. When viewed from the age group, the millennial generation segment is the age group that represents people born between 1980 and 2000 (Calienes, Carmel-Gilfilen, & Portillo, 2016; Schiffman & Wisenblit, 2019).

The millennial generation is a very important consumer segment because the population is large enough that companies need to identify their shopping behavior. Then, millennial generation is

a potential consumer segment that is attracted by the company. However, according to (Lazarevic, 2012) millennials are notorious for brand disloyalty, and ongoing repeat purchases. This is in line with a global survey conducted by Daymon Worldwide showing that only 29% of millennials usually buy the same brand (Yuswohadi, Fatahillah, Tryaditia, & Rachmaniar, 2019). So it can be concluded that, millennials are typically disloyal segment to the brand. In fact, this generation will be the most influential opinion-formers because they like to show off their activities socially. This makes research on millennial generation loyalty very meaningful in addressing this generation's behavioral dilemma.

The factors to create loyalty become important in an increasingly competitive business market. Especially in the millennial segment, the-

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re is a sensitive behavior to brand image. Several studies reveal the important role of brand image in explaining millennial consumer behavior (Escandon-Barbosa, Hurtado-Ayala, Rialp, & Salas-Paramo, 2020; Lazarevic, 2012; Morra, Gelosa, Ceruti, & Mazzucchelli, 2018). The empirical results also show that the effectiveness of brand image in increasing consumer loyalty (Beristain & Zorrilla, 2011; Ogba & Tan, 2009).

Millennial consumption behavior also has its own characteristics. Their consumption preferences for products or services that provide experiences and images. Millennials also sometimes express themselves through the places or objects they visit. A place must be able to highlight the impression of the choice of location, price, menu and of course it will be a source of pride for the millennial generation. The atmosphere of the place must have a unique and attractive interior and exterior design, because millennials like to post their activities socially. Research conducted by Forbes on the millennial generation found 60% of the millennial generation made purchases to support their expression (Forbes, 2018). Millennials consume to express their personality, so they are willing to pay extra for an emotional experience. Study Calienes, Carmel-Gilfilen, and Portillo, (2016) also reveal that atmosphere elements can attract millennial shoppers. Therefore, businesses must recognize this behavior and turn to experiential marketing to connected with millennials.

One of the familiar places visited by millennials is cafes and restaurants. Currently, an interesting phenomenon is happening namely the proliferation of coffee shops with various concepts offered. One of them is that Warunk Up-normal has become a favorite hangout place for the millennial generation with a variety of menus that are up to date and has an unusual store atmosphere compared to other coffee shops.

Discussing consumer loyalty is closely related to brand image, store atmosphere and customer experience. However, several studies different in explain the causal relationship among the constructs. Generally, many studies assign experience as an antecedent of brand image (Hussein, Hapsari, & Yulianti, 2018; Jin, Lee, & Huffman, 2012; Liu, Tsai, Xiao, & Hu, 2021). Yet, little is known about how experience expectations are shaped by brand perception. Whereas some types

of business place the atmosphere as a corporate brand identity and focus on creating experiences that instill brand strength (Beverland, Lim, Morrison, & Terziovski, 2006). In addition, there is a somewhat different contextualization of the in-store experience depending on the perception or image of the store (Yoon & Park, 2018). Experiences are generated from observation and participation related to products, services or atmosphere so that they are concerned with feelings and cognitions (Schmitt & Zarantonello, 2013). This indicates that the consumer experience emerge from interaction with the product, where in some cases the core product offered is the atmosphere. In other words, experience serve as a consequence of stimuli atmosphere and image obtained by consumers.

Empirical study of Francioni, Savelli, & Cioppi (2018) shows the store atmosphere has a positive influence on loyalty. Previous research also revealed a significant effect of brand image on loyalty (Calvo Porral & Lévy-Mangin, 2015; Ogba & Tan, 2009). However, some studies also highlights that experience will increase consumer loyalty (Elmashhara & Soares, 2020; Nuseir, 2020). Based on the results and the causal sequences of the previous research, it is suspected that the role of customer experience mediate the relationship between store atmosphere, brand image toward loyalty. Therefore, it is very prominent to explore the relationship between brand image, store atmosphere and customer experience in influencing millennial consumer loyalty.

Generally, consumer experience research conducted as unidimensional construct. Whereas theoretically, customer experience is considered to have a multidimensional construct. Gentile, Spiller, and Noci. (2007) categorizing customer experience into sensorial, pragmatic, emotional, relational, lifestyle, and cognitive dimensions. However, some researchers also conceptualize experience in two major categories, namely (1) consumer's internal value responses with emotional-conscious characteristics (sensation, feeling) related to hedonic experiences, and (2) behavioral responses related to utilitarian experiences with cognitive-behavioral characteristics (Addis & Holbrook, 2001; Brakus, Schmitt, & Zarantonello, 2009; Fiore & Kim, 2007). The finding Cho and Lee. (2017) also confirm that the store atmosphere only partially affects the dimensions

of consumer experience. Required investigate to determine kind of experience can stimulate millennial consumer behavior.

Based on the previous description, this study aims to investigate the relationship between brand image, store atmosphere, and customer experience in increasing consumer loyalty and examine what dimensions of experience substantially influence millennial behavior.

Kotler and Armstrong (2013) propose brand image as a set of beliefs, ideas and a person's impression of a brand. This means that consumers can form brand associations in various ways so that the brand image represents the beliefs, attitudes and impressions of customers.

The suitability of atmosphere and image is very important for stores to strengthen previous experience or brand knowledge and even retain consumers because consumers view atmosphere as an important cue for brand position, image and quality (Beverland et al., 2006). Atmosphere consisting of tangible elements (buildings, fixtures, decorations) and intangible elements (colors, music, temperature, smells) that are important in creating a service experience (Hoffman & Turley, 2002). The retail atmosphere assist in building a retail store that contributes to a great shopping experience (Cho & Lee, 2017). Therefore, the proposed hypothesis is as follows:

H1: Brand image has a significant and positive effect on a) customer experience 1 (awareness-emotion), b) customer experience 2 (cognitive-behavior).

H2: Store atmosphere has a significant and positive effect a) customer experience 1 (awareness-emotion), b) customer experience 2 (cognitive-behavior).

Verhoef et al. (2009) also regard customer experience as a construct that involves cognitive, affective, emotional, social and physical responses from consumers. In another study, Brakus, Schmitt, and Zarantonello (2009) conceptualize experience as a consumer's subjective response in two categories, namely the internal consumer response and behavioral response. Furthermore, some scholars also exposed the process of creating customer experience from the interaction between a consumers and companies where gained consumer value in the form of functional (utilitarian) and hedonic values (Addis & Hol-

brook, 2001; Gentile et al., 2007). Components of hedonic experience related to emotional-conscious values and utilitarian experience related to cognitive-behavior (Fiore & Kim, 2007).

The contribution of customer experience has implications for satisfaction and loyalty, customer relationship management, customer focus and consumer engagement (Lemon & Verhoef, 2016). An empirical study of Muhammad et al. (2014) revealed that shoppers who have a pleasant hedonic experience will enjoy their shopping and logically affect their loyalty to the store. Based on that, the hypothesis stated is:

H3: Customer experience 1 (awareness-emotion) has a significant and positive effect on consumer loyalty.

H4: Customer experience 2 (cognitive-behavior) has a significant and positive effect on consumer loyalty.

Based on the stimulus-organism-response (S-O-R) mechanism, it explains the effect of atmospheric and image variables on the emotions experienced by consumers. Stimulus reflects a variety of physical and psychological factors associated with the store. The store space can reflect a certain symbolic image to customers so that individuals feel positive and dominant emotions when they find the desired atmosphere according to their perceived (Cho & Lee, 2017). Hence, there is a strong relationship between the perceived experience reflected by the retail atmosphere and the store's image.

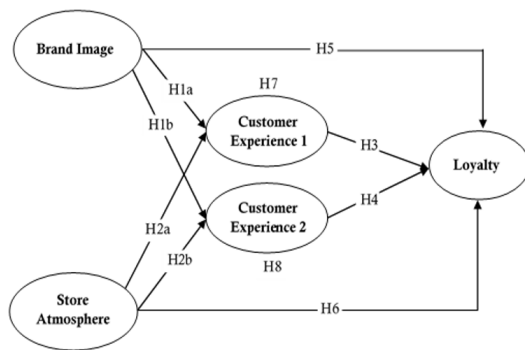
Brand image is well-considered crucial in consumer decision making which regard the emotional perceptions, impressions and experiences attached to a brand. Brand image is important to increase loyalty because the emotional value of design and usability has a stronger influence (Kato, 2021). Moreover, (Song, Wang, & Han, 2019) assume that customer loyalty to coffee shop brand is influenced by the pleasure of the product/service experience, which is shaped based on the impression of brand perceived.

Some prior studies also showed a significant general interior on the desire to be loyal to the store (Elmashhara & Soares, 2020; Francioni et al., 2018). In addition, some researchers focused on the relationship between impact of shopping experience on loyalty (Ong, Lee, & Ramayah, 2018; Yoon & Park, 2018), whereas ot-

hers establish on the relationship between brand impact and store design atmosphere on customer experience (Errajaa, Daucé, & Legohérel, 2020; Muhammad et al., 2014; Nuseir, 2020). Previous studies showed that customer experience play important role to bridging the relationship among brand image and atmosphere on customer loyalty. Hence, this study proposed:

- H5: Brand image has a significant and positive effect on consumer loyalty.
- H6: Store Atmosphere has a significant and positive effect on consumer loyalty.
- H7: The effect of a) Brand image and b) Store atmosphere is significant and positive on consumer loyalty through customer experience 1 (awareness-emotion)
- H8: The effect of a) Brand image and b) Store atmosphere is significant and positive on consumer loyalty through customer experience 2 (cognitive-behavior).

Figure 1. Research Model



METHOD

This study apply explanatory quantitative research methods, which are used to explain causal relationships and test hypotheses. The sample of respondents in this study was the millennial generation who visited Warunk Upnormal Gorontalo. The number of samples used in this study was 170 based on the minimum sample size criteria, which is 5-10 times the total number of indicators (Hair, Black, Babin, & Anderson, 2014). Data collection by survey with the sampling technique used is purposive sampling (sampling with certain criteria), namely millennial generation consumers and consumers who have visited more than two times at Warunk Upnor-

mal Gorontalo.

The measurement instrument adopts indicators from previous studies. Brand image variables consist of strength, and uniqueness (Keller, 2013). Store atmosphere is measured using variable adapted from (Levy & Weitz, 2012). Consumer experience combines indicators that are grouped into two categories consciousness-emotion-value (C-E-V) and cognition-affect-behavior (C-A-B) from (Fiore & Kim, 2007; Schmitt, Brakus, & Zarantonello, 2015; Schmitt & Zarantonello, 2013)). Then, the consumer loyalty variable adapts the measurement scale from Griffin (2005). All measurement items using a five-point Likert scale. Data analysis technique with regression using SPSS Process Macro version 3.4 and several step such as testing the validity and reliability of the instrument, hypothesis testing and additional the Sobel test analysis.

RESULT AND DISCUSSION

Table 1. shows the demographic data of respondents in several categories. Based on gender, it shows that most respondents are women (61%), and the majority are in the age range of 17-28 years as much as 85%. Then, the dominant profession of the respondent is students around 51%. Meanwhile, the majority of respondents' educational background including secondary school (Junior-Senior High School) is around 63%. Based on these characteristics, it clearly describes the respondents belonging to the millennial generation category.

Tabel 1. Demographic of Respondent

Category	Item	Number	%
Gender	Male	66	38.8
	Female	104	61.2
Age	17-28	146	85.9
	29-30	24	14.1
Occupacy	Student	87	51.2
	Civil Servant	19	11.2
	Private	39	22.9
	Other	25	14.7
Education	Secondary School	107	62.9
	Bachelor	59	34.7
	Post-Graduate	4	2.4

In this analysis to determine the level of feasibility of the research instrument in terms of validity and reliability. Validity testing using CFA (Confirmatory Factor Analysis) with the instrument category is said to be valid if it is integrated into a factor with a loading factor value > 0.3 (Tabachnick & Fidell, 2013). Meanwhile, for the reliability test with the value of Alpha Crombach > 0.60 . Based on the results (Table 2), it can be concluded that the instrument is valid and reliable.

Table 2. Results of Validity and Reliability Test

Variable	Item	Loading	Alpha
Brand Image	X1.1	0.413	0.739
	X1.2	0.544	
	X1.3	0.708	
	X1.4	0.764	
Store Atmosphere	X2.1	0.571	0.906
	X2.2	0.473	
	X2.3	0.494	
	X2.4	0.763	
	X2.5	0.784	
	X2.6	0.776	
	X2.7	0.696	
	X2.8	0.780	
Customer Experience 1 (Awareness-Emotion)	Y1.1	0.692	0.842
	Y1.2	0.478	
	Y1.3	0.712	
	Y1.4	0.517	
	Y1.5	0.326	
	Y1.6	0.356	
Customer Experience 2 (Cognitive-Behavior)	Y1.7	0.636	0.876
	Y1.8	0.488	
	Y1.9	0.562	
	Y1.10	0.523	
	Y1.11	0.723	
	Y1.12	0.768	
	Y1.13	0.687	
Loyalty	Z1	0.746	0.823
	Z2	0.435	
	Z3	0.739	
	Z4	0.637	

Testing the hypothesis of this study using the SPSS Process program to determine the relationship between variables. Based on the research model, this study uses multiple mediators in parallel by the Hayes's Process Macro (model 4). The first, analysis the test results of the brand image variable on consumer loyalty through the mediation of the customer experience construct (awareness-emotion and cognitive-behavior). Furthermore, testing the store atmosphere variable on consumer loyalty through the mediation of customer experience (awareness-emotion and cognitive-behavior).

Based on Table 3. brand image has a positive and significant effect on customer experience. In more detail, brand image has an effect of 0.650 on customer experience (awareness-emotion) and 0.591 on experience (cognitive-behavior) with a significance of 0.000. The findings of this study indicate that the Warunk Upnormal brand image of the city of Gorontalo is perceived by consumers as having a higher impact on the existence of emotional experiences than cognitive experiences. These results also illustrate that the better the brand image, the greater the customer experience. Based on these results, it can be concluded that hypothesis 1 is supported, the role of brand image has a positive and significant effect on the customer experience variable.

Meanwhile, Table 4 explains the effect of store atmosphere on customer experience and loyalty. The results show that store atmosphere has a significant effect on the dimensions of customer experience (awareness-emotion and cognition-behavior) with a coefficient of 0.719 and 0.669 at a significance level of 0.000. Therefore, these results confirmed Hypothesis 2.

Table 3. Result of Brand Image Variabel Test

Predictor	(1)			(2)			(3)		
	Cust. Experience 1			Cust. Experience 2			Loyalty		
	Coeff	SE	P	Coeff	SE	P	Coeff	SE	P
Constant	1.278	0.237	0.000	1.050	0.293	0.000	0.310	0.270	0.252
Brand Image (X1)	0.650	0.058	0.000	0.591	0.072	0.000	0.069	0.082	0.402
Cust Exp1 (Y1)		-			-		0.217	0.092	0.019
Cust Exp2 (Y2)		-			-		0.623	0.074	0.000
R Square		0.422			0.283			0.560	
F		123.075**			66.400**			70.561**	

Table 4. Result of Store Atmosphere Test

Predictor	(1)			(2)			(3)		
	Cust. Experience 1			Cust. Experience 2			Loyalty		
	Coeff	SE	P	Coeff	SE	P	Coeff	SE	P
Constant	1.061	0.197	0.000	0.790	0.256	0.002	0.277	0.254	0.277
Store Atm (X2)	0.719	0.049	0.000	0.669	0.064	0.000	0.160	0.091	0.082
Cust Exp1 (Y1)		-			-		0.157	0.098	0.111
Cust Exp2 (Y2)		-			-		0.599	0.075	0.000
R Square		0.553			0.389			0.566	
F		208.324**			107.087**			72.329**	

Furthermore, the customer experience element has a positive effect on loyalty. This means, the better the experience felt by consumers, the more it increases the loyalty of these consumers. In more detail (Tables 3 and 4), cognitive-behavioral experiences significantly affect loyalty, while sensory or emotional experiences inclined not to significantly affect consumer loyalty.

Based on the results, it is concluded that Hypothesis 3 is partially supported while fully accepted Hypothesis 4. Besides, Tables 3 and 4 also show the effect of brand image and store atmosphere on consumer loyalty. Brand image has no significant effect ($\beta = 0.069$; $p = 0.402$) on increasing consumer loyalty. Store atmosphere also has no direct effect ($\beta = 0.160$; $p = 0.082$) on consumer loyalty. These results indicate that the brand image and store atmosphere are not suffi-

cient to enhance consumer loyalty. So it can be concluded that hypotheses 5 and 6 are rejected.

Additionally, mediation testing was also accomplished as attached in Table 5. Based on the results of the multi-parallel mediation test with path and Sobel analysis exhibit customer experience (awareness-emotion and cognitive-behavior) successfully acted as full mediating in the relationship between brand image and consumer loyalty. On the other hand, the relationship between store atmosphere and consumer loyalty is only mediated by the cognitive-behavioral consumer experience. In other words, the influence of brand image and store atmosphere is significant and positive on consumer loyalty through a cognitive-behavioral customer experience. Finally, it is concluded that the results partially support Hypothesis 7 while Hypothesis 8 are fully supported.

Table 5. Result of Path Analysis and Sobel Test

Path	Brand Image			Store Atmosphere				
	Direct Effect	Indirect		Total Effect	Direct Effect	Indirect		Total Effect
		Exp 1	Exp 2			Exp 1	Exp 2	
Coeff	0.069	0.141	0.368	0.579	0.160	0.113	0.401	0.674
LLCI	-0.093	0.009	0.235	0.420	-0.021	-0.080	0.278	0.531
ULCI	0.231	0.276	0.499	0.738	0.341	0.285	0.553	0.817
Sobel Test		2.307	5.830			1.589	6.288	
Conclusion		Mediation	Mediation			No Mediation	Mediation	

RESULT AND DISCUSSION

The availability of facilities (wifi, plugs, toilet, payment systems etc), various and interesting menus as well as games provided by Warunk Upnormal augment the positive impression when consumers visiting. The well-functioning facilities at Warunk Upnormal depict a positive image so that it supports the consumer experience when enjoying the products offered. Millennial consumers will feel that their experience is valuable and of high value if the place they visit has a positive image. The image of Warunk Upnormal is identically with millennial consumers because the facilities support their productivity such as meeting rooms, co-working spaces, or just a place to gather with friends, family and others. Description of Warunk Upnormal is also claimed to be a pioneer of contemporary food and offers a enthusiastic and cool experience or impression for its visitors. This result in accordance with (Errajaa et al., 2020) which examines the suitability of the relationship between brand image and customer experience. The higher the brand image perceived by consumers, the more pleasant experiences gained consumers.

The store atmosphere offered by Warunk Upnormal in Gorontalo City, which spotlights a unique and contemporary interior design, is the main attraction for the millennial generation. Warunk upnormal, which carries the concept of a latest-trends coffee shop, fits perfectly with the millennial personality. Millennials who have the habit of hanging out are very concerned about the atmosphere of the store they choose, because it determines the impression and value received. The comfortable atmosphere is also the reason for the millennial to visit Warunk Upnormal. This reinforces that the store atmosphere greatly affects the customer experience. The creation of such an atmosphere certainly adds to the millennial experience being very valuable because they feel the classy atmosphere of the upnormal Wa-

runk outlets. These results are in line with research conducted by Muhammad et al. (2014) that the design of the store atmosphere has implications for the hedonic experience of consumers. The results showed that the store atmosphere have significant influence the customer experience. Consequently, the better the store atmosphere created by the coffee shop, the greater the customer experience will be obtained.

Surprisingly, the relationship between customer experience and consumer loyalty is not entirely in accordance with what is proposed in this study. The results indicate that there is no effect of sensorial-emotional experience on consumer loyalty. The existence of multidimensionality of customer experience allows that not all dimensions of experience have an impact on loyalty. Theoretically, sensory-emotional experiences tend to be closely related to hedonic behavior while cognitive-behavioral experiences are related to utilitarian behavior (Ballantine, Jack, & Parsons, 2010; Fiore & Kim, 2007).

Moreover, (Ballantine et al., 2010) argues that experiences of hedonic-motivated express a stronger aversion on a store whereas utilitarian consumers (cognitive-behavioral experiences) tend to adjust their expectations for the services receive. This explains why sensory-emotional experiences have no impact on loyalty. This finding reinforces previous research that sensorial-emotional experience is not significant for increasing consumer loyalty (Hussein et al., 2018; Ong et al., 2018; Yoon & Park, 2018). This means that the element of consumer experience is only partially significant in influencing consumer loyalty. In this study, only certain experiential aspects (cognitive-behavior) substantially increase consumer loyalty.

The findings of this study also reveal that brand image and store atmosphere do not have a direct effect on consumer loyalty but need to be through customer experience as intervening variables. This explains that the brand image and

store atmosphere of a coffee shop will increase consumer loyalty if consumers get a memorable experience. This condition further strengthens the crucial role of customer experience in activating loyalty when it is associated with the image and atmosphere of the store.

This result also confirms that increasing loyal behavior of millennial is closely related to the availability of store image and atmosphere that supports millennial consumer impressions. The positive image and comfortable store atmosphere combined with the memorable experience offered by Warunk Upnormal is able to influence the loyalty of the millennial generation. When millennial consumers are emotionally attached it will be easier to earn their loyalty. Several previous studies have also associated millennial consumption behavior to brand image (Escandon-Barbosa et al., 2020; Febriyanto, 2020), store atmosphere (Calienes et al., 2016), and a impressive experience (Barton, 2012; Duan, Arcodia, Ma, & Hsiao, 2018). Therefore, a well-managed of brand image, store atmosphere and customer experience can be a key success factor for business in creating and maintaining millennial loyalty.

This study able to explore the finding of Daymon Worldwide in Yuswohadi et al (2019) that millennial behavior is not loyal to the brand solely but also driven by the presence of experience from the brand. The behavior of millennials who tend to like to try something new makes experience a crucial matter in creating loyalty. Several studies also emphasize the urgency of experience in stimulating consumer loyalty in the café restaurant business (Duan et al., 2018; Kusumawati & Rahayu, 2020). Hence, this study more amplify the concept of the experience economy to elucidate consumer loyalty behavior.

The findings of this study are also able to explore the experience dimensions that are matter in creating consumer loyalty. Consumers who gain experience with cognitive-behavioral characteristics from the availability of images and atmosphere, more fully stimulate loyalty. Meanwhile, the sensory-emotional experience generated by the store atmosphere is not able to advocate loyalty. Some of the explanations are because the store atmosphere is multi-sensorial which may not be fully responded to by consumers so that it has an impact on the sensory-emotional experience in inhibiting the emersion of loyalty. Furthermore, sensory-emotional experiences are strongly related with the visible physical environment, whereas customers seek not only tangible benefits but also unique intangible experience benefits (e.g., interactions, behaviors and knowled-

ge) in their purchases (Hussein et al., 2018; Ong et al., 2018). This finding extends the literature on experience economy in the relationship among the construct dimensions. Finally, the certain unique characteristics of the cognitive-behavioral experience directs consumer loyalty behavior.

CONCLUSION

This study contributes to expand the perspective of the experience economy in explaining the phenomenon of millennial behavior in coffee retail shops and the relevance of the stimulus-organism-response (S-O-R) framework to understanding shopping experience. The creating of stimulus and impression within the shopping environment potential to affect consumer shopping experience (i.e., awareness-emotion and cognitive-behavior) and consumer's loyalty response. Brand image and store atmosphere have implications for improving customer experience. The image and atmosphere that is present in a shop or restaurant when using a product or service creates feelings, emotions and sensations so that they accumulate into a unique and valuable impression for visitors.

Consumer loyalty will be activated, if visitors get a unique and enjoyable experience. This makes the role of consumer experience substantial in bridging the relationship between image and atmosphere in shaping consumer loyalty. In this study, it is also revealed that visitors who have cognitive-behavioral experiences mediate more strongly than consumer experiences related to sensorial-emotional.

The limitation of this study is that theory testing was conducted on coffee shop setting, while different categories of store may highly related with certain store characteristics which accentuate on shop attributes that underlie sensory and affective experiences, hedonic or sensation-seeking. Hence, needs to be caution exercised in generalizing to other store context. Future research needs to examine on the kind of retail shop such supermarket, department store, or specialty store.

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