

# The impact of customer journey in restaurants on sustainable marketing practices: The moderating role of digital social media

Yassin Ibrahim Hussein<sup>1</sup> \*, Ahmed Dheyauldeen Salahaldin<sup>2</sup>

<sup>1,2</sup> Business Administration Department, College of Administration and Economics, University of Anbar, Iraq

\*Corresponding author [a.business@uoanbar.edu.iq](mailto:a.business@uoanbar.edu.iq)

Received May. 15, 2025

Revised Jun. 9, 2025

Accepted Jun. 20, 2025

Online Jul. 14, 2025

## Abstract

This study examines how the customer journey, with its various elements, influences sustainable marketing practices. It also examines the moderating effect of digital social media on this relationship. A questionnaire was used to collect data from eight restaurants located in Anbar, Iraq, which are known for their advanced services. A PLS-SEM model was used to analyze data from a sample of 379 questionnaires distributed to customers of the selected restaurants. The results indicated that customer journey elements (staff interaction (SI), merchandise assortment (MV), shop atmosphere (SA), repatriation intentions (RI), and value experienced (VE)) play a crucial role in promoting sustainable marketing practices in restaurants. Of the six indirect effect hypotheses, three were supported, namely the moderating role of digital social media between (shop atmosphere, repatriation intentions, and value experienced) and sustainable marketing. To achieve optimal levels of marketing sustainability, effectively integrating digital social media into sustainability programs requires original thinking and innovative solutions. Restaurants can improve their sustainability levels by paying closer attention to customer journey elements to predict customer behavior and meet future needs.

© The Author 2025.  
Published by ARDA.

**Keywords:** Customer journey (CJ), Sustainable marketing (SM), Digital social media (DSM)

## 1. Introduction

Encouraging customers to adopt sustainable consumer behavior is a key part of a company's strategy for achieving sustainable development. However, the gap between individuals' positive attitudes toward the environment and their actual purchasing behavior is evident, as numerous consumers fail to translate their pro-sustainability attitudes into purchasing decisions that support this trend. Despite the growing acceptance of environmental values and the desire to support sustainable products, the discrepancy between stated intentions and actual behavior remains apparent. This disparity has prompted researchers to examine the causes of the attitude-behavior gap. The findings indicate that multiple factors influence this gap, including ethical prioritization, the formation of daily habits, adherence to ethical principles, and social and cultural influences. Furthermore, the tangible and intangible costs associated with sustainable products may constitute a major barrier preventing consumers from making purchasing decisions consistent with their environmental values [1] [2].

This ambiguity has prompted numerous organizations to consider mechanisms and methods to help bridge the gap and effectively understand customer behavior. This has created an inevitable need to engage with customers step by step, tracking their journey through the organization. Despite the increasing interest in studying the customer journey in recent literature, there remains ambiguity regarding its conceptual overlaps. Most studies examine the concept of the customer journey at a holistic level, as proposed by [3] [4]. However, these ideas do not explore how each stage of the journey (from product awareness to post-purchase) is capable of contributing to the adoption of specific consumer behaviors or supporting marketing strategies. For instance, do purchasing decisions occur at the awareness stage or during the post-purchase experience? And how is capable of customers be motivated to continue their consumption practices after a purchase? While the customer journey needs to be deeply understood in its intellectual interactions, trends have emerged highlighting the necessity of understanding customer behavior and preferences, which is capable of be influenced by several factors such as social trends, economic changes, and market competition, according to the propositions of [5] [6]. Consequently, the customer journey, as one of these behaviors, is capable of assisting organizations in keeping pace with these changes, enabling the understanding of how tracking the customer journey contributes to providing accurate insights into changing behaviors. These insights will allow organizations to refine their marketing strategies around sustainability and improve customer experiences. However, these trends remain vulnerable to behavioral changes that are remarkably difficult to predict.

This fundamental trend aligns with the trends that require organizations to adopt effective practices to preserve the environment and avoid harming it. Perhaps the most significant of these trends is sustainability, represented by its marketing aspect (sustainable marketing). Sustainable marketing is an effective strategy that contributes to raising consumer awareness of the importance of social issues such as social justice and human rights. Through campaigns that focus on social issues, organizations can encourage consumers to make purchasing decisions that reflect their values, as discussed in [7] [8]. Therefore, the evident challenges facing organizations relate to the extent to which they face in striking a balance between the social, environmental, and economic dimensions of sustainable marketing to create added value for customers and delve into every stage of their journey within the organization, while taking into account the technological developments that the environment is undergoing, which it has become necessary to keep pace with and operate according to their mechanisms.

The use of social media as a sophisticated technological tool to assist customers in accessing services that promote sustainability is still in its infancy. However, there are evident signs of the beginning of thinking in this direction. For example, researchers [9] discussed how consumers with a selfless interest in the well-being and culture of others shape sustainable consumption motivations through social media. Consumers who are more deeply engaged in social media attempt to produce environmentally friendly purchasing behaviors that assist organizations in achieving sustainability. Organizational leaders ought to adopt a sophisticated approach to social media by respecting consumers' cultural orientations in building sustainability-based interactions [10]. Research [11] suggested that sustainable resource management by encouraging environmental innovation is capable of contributing to improving the performance of sustainable companies through social media.

The topics of sustainable marketing, customer behaviors, and purchasing decisions have received evident attention in numerous industrial sectors that are concerned with sustainability and how to achieve it through specific customer mechanisms and behaviors. Among the most significant of these sectors are restaurants [12] [13] that address the customer journey and the decisions made by the customer while dealing with restaurants. In addition, studies [14] and [15] addressed how restaurants can practice sustainable marketing within the food industry. However, we did not find any research directly linking sustainable marketing and customer behavior in the restaurant sector. This gap prompted the researcher to explore these topics in a significant and vital field like the restaurant industry. The aim is to understand customer behaviors and identify the stages at which restaurant owners can engage with customers during their journey inside the restaurant. Furthermore, the study seeks to determine how the trust built by customers contributes to the strength and depth of the relationship between them and the restaurant [16]. As achieving sustainability requirements in general puts pressure on

restaurant owners to start taking their measures seriously, adopting sustainability in the restaurant's business strategy has become an ethical obligation and a means to gain a competitive advantage.

The remarkable spread of restaurants in Iraq in various governorates has led to increased competition between them, as the Ministry of Planning announced that food and beverage services activities reached 8.1%, and confirmed that the average monthly spending on goods and services amounts to 88% of the total individual spending, and that the number of items within the food basket reaches 486 items distributed over 12 sections; the average individual spending on them monthly is 25,000 dinars or more. These numbers confirm that the restaurant sector is considered one of the vital sectors that must be highlighted in particular.

While achieving sustainability requirements may seem straightforward for restaurant management in Iraq, the mechanisms for implementing them remain unclear, particularly regarding creating value for customers while simultaneously achieving sustainability. Furthermore, there are specific functions and activities within restaurant operations that still require a vision for integrating sustainability applications, including marketing. The market must create environmental and social value for the community remains unclear to these managers. This suggests that restaurant owners lack an evident marketing strategy for achieving sustainable marketing by focusing on the customer journey stages within their restaurants, especially in light of the ongoing technological advancements and the extensive use of social media, which could support these restaurants' sustainability efforts by predicting customer behavior. Therefore, the primary objective of this research is to assist restaurant owners in Iraq to achieve a balance and interaction between enhancing customer value on the one hand and supporting sustainable marketing practices on the other hand. This is achieved by predicting customer behavior by tracking the customer from the moment they enter the restaurant until after they leave. It also aims to highlight the significant and decisive role of digital social media, which has become an effective tool for restaurant management to influence customer trends and behaviors, supporting these management's efforts to predict customer behavior and meet all their needs, leading to sustainable marketing.

## **2. Literature review and hypothesis development**

### **2.1. Customer journey and sustainable marketing**

The customer journey is a pivotal concept in modern marketing, as it represents the path a customer takes during their interaction with a brand. It is therefore a visualization of the stages a customer goes through from the moment they recognize a specific need, through evaluating the available options and making the purchase decision, to the post-purchase stage, which may include utilization, evaluation, or recommendation of the product or service [17]. According to this approach, the customer journey [18] is a key factor in providing value to customers, as consumers are capable of perceiving the coherence and coordination of the various touchpoints owned by the brand, and the consistency between these points constitutes an integrated customer experience, as the brand ensures that the customer's needs are met at every stage of the journey suitably and smoothly.

The customer journey is crucial to improving marketing performance, providing companies with valuable data that is capable of being analyzed to understand the interactions that occur at each stage. For example, companies are capable of tracking customer behavior on their websites and analyzing the data to identify areas for improvement. Companies like Amazon have used this data to improve customer experiences, leading to increased sales and reduced cart abandonment rates [19]. In addition to impacting customer satisfaction, which is a key indicator of a company's success, the customer journey is the key factor in achieving this satisfaction. By managing expectations and effectively addressing issues, companies are capable of improving customer perceptions and experiences, increasing the chances of repeat business with the brand [20].

While the customer journey can be highlighted, organizations are also increasingly aware of the importance of sustainability. One of the most significant tools in this area is sustainable marketing—a strategy that aims to generate profits while considering environmental and social impacts. Its goal is to meet present needs without compromising the ability of future generations to meet theirs [21]. Through this, it is possible to focus on sustainable marketing as an approach that goes beyond the traditional vision of marketing by integrating

environmental, social, and economic principles into all marketing processes. It aims to reduce the negative impact on the environment and enhance consumer behaviors that promote sustainability. There is an evident gap in attitude and behavior that research demonstrates indicates that models based on values and beliefs do not provide a comprehensive explanation of the complexity of decision-making and sustainable behavior [22] [23].

Enhancing the customer journey within the context of sustainable in-restaurant marketing requires an integrated vision that combines a focus on a superior customer experience with promoting sustainability. The customer journey consists of interconnected stages, beginning before a visit to a restaurant, continuing through the in-restaurant experience, and continuing through the post-visit phase. Each stage represents an opportunity to enhance sustainability awareness and establish environmentally friendly practices. During the pre-visit phase, communication with the customer and shaping the restaurant's image are essential. The restaurant is capable of employing marketing strategies aimed at highlighting its commitment to sustainability through multiple channels, such as social media and the website [24]. When a customer arrives at a restaurant, the anticipation phase transitions into the experience. At this stage, the restaurant has the opportunity to tangibly and noticeably implement its sustainable practices. The restaurant's physical environment plays a significant role in conveying the sustainability message through the utilization of eco-friendly materials in design and décor, or the provision of digital menus that reduce paper consumption [25]. After a customer has completed their visit, the post-experience phase focuses on strengthening the relationship with the customer and maintaining their commitment to sustainable behavior. A restaurant is capable of communicating with customers after their visit by sending thank-you emails that include information about how they contributed to supporting sustainability through their meal choices [25].

## **2.2. Customer journey and digital social media**

Numerous authors and studies have coined various terms for the reinvention of modern society and organizations due to digital impacts, such as [26] [27]. These movements as a whole call for collaboration, social networks, or social media, and are primarily characterized by speed, transparency, collaboration, trust, and social diffusion. The idea is to bring people together in a single environment, a large brain with direct connections (producer and consumer). The use of online social media by organizations has enabled them to develop integrated marketing communication programs, enhance both individual and collective contributions to communication efforts, and create more personalized communication strategies for virtual channels in the field of direct and interactive marketing. This makes it possible to understand the role of communication marketing in content creation and customer interaction across various social platforms, such as Facebook, Twitter, LinkedIn, YouTube, MySpace, Orkut, blogs, and other social networks [28].

The continuing complexity of the consumer journey (in a restaurant) and the difficulty and challenges marketers face when trying to predict this journey are becoming more complex. In particular, there is an urgent need for marketers to develop a better understanding of buyer behavior in the digital age, so that targeted interventions are capable of being made at critical stages of the decision-making process. Several authors have highlighted the changes in consumer behavior that have occurred in the digital age; however, a widely accepted model has yet to emerge, despite some valuable contributions, such as [29]. Most importantly, it proposes a new model that differs markedly from previous linear arrangements. Essentially, consumers are now capable of conducting or establishing purchases online, in brick-and-mortar stores, or seamlessly navigating between online and offline information sources.

Digital media has played a significant role in how customers communicate with brands. Instead of being passive recipients of information, customers are now actively involved in creating brand meaning through social media channels such as Facebook, Twitter, and YouTube [30] [31]. Understanding how customers behave on social media platforms and what their behaviors are requires service managers to rely on customer journey analytics, conducted by internal departments (such as marketing and data science) or external service providers (such as marketing agencies), to understand what they are capable of doing to create superior customer experiences [32].

Today, with the massive proliferation of social media platforms, social media has changed or impacted customer experience management. Social media provides opportunities for a positive experience that is capable of leading to a long-term relationship involving product information search, purchase transactions, and/or service delivery [33]. In terms of customer experience, less attention has been paid to online customer experiences than to face-to-face experiences. Social media platforms are a means of communication and interaction between people. They facilitate businesses interacting with their customers and providing services such as online purchases, online payments, and product searches. With the increased utilization of social media worldwide, businesses have begun making efforts to improve customer experience through social media platforms and websites in general [33].

### 2.3. The moderating role of digital social media

Many studies have addressed the relationship between basic and important variables in the field of marketing and technology to achieve sustainability, as it is possible to predict the movements and behaviors of customers that help managers in organizations to enhance sustainability practices, taking into account the important role of social media [34]. Here, the importance of linking technological means appears as a basic and supporting factor in the ability of companies to meet the requirements of their customers according to basic conceptual and marketing frameworks and to work on studying the behavior of their customers to develop important basic plans to achieve sustainable marketing practices and entrepreneurial [35]. In the same direction, when considering social media as a moderating factor in the relationship between sustainability and customer behavior, we find that [36] addressed the relationship between sustainability and important investment in customers, taking into account social media as a moderating factor in the relationship.

Social media plays a crucial role in analyzing the relationship between customer behavior and their motivations towards achieving a sustainable perspective for companies [37]. In the same context, [38] addressed a basic and important question: how can sustainability be achieved for Generation Z customers, taking into consideration social media, which can play an important role in achieving balance in this relationship.

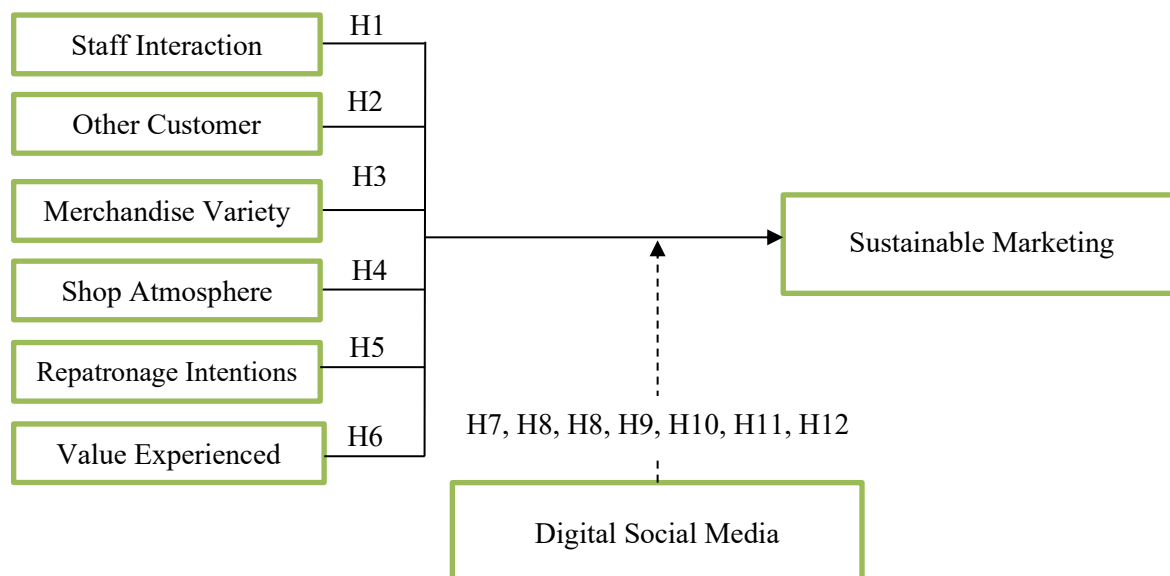


Figure 1. Research model

The hypotheses derived from the conceptual model displayed in the image are as follows:

- H1: Staff interaction has a positive impact on sustainable marketing.
- H2: Other customer has a positive impact on sustainable marketing.
- H3: Merchandise variety has a positive impact on sustainable marketing.
- H4: Shop atmosphere has a positive impact on sustainable marketing.
- H5: Repatronage intentions have a positive impact on sustainable marketing.

H6: The Value experienced has a positive impact on sustainable marketing.

H7: Digital social media moderates the relationship between staff interaction and sustainable marketing.

H8: Digital social media moderates the relationship between other customers and sustainable marketing.

H9: Digital social media moderates the relationship between merchandise variety and sustainable marketing.

H10: Digital social media moderates the relationship between shop atmosphere and sustainable marketing.

H11: Digital social media moderates the relationship between repatronage intentions and sustainable marketing.

H12: Digital social media moderates the relationship between value experienced and sustainable marketing.

### 3. Research method

#### 3.1. Research design

A quantitative research design investigates the moderating role of social media between customer journey and sustainable marketing. The questionnaire-based research design facilitated the collection of empirical data from restaurant customers and enabled statistical hypotheses to be tested through data analysis. By examining the variable relationships, SEM assessed the role of social media as a moderating factor between customer journey capabilities and sustainable marketing.

#### 3.2. Population and sample selection

The study investigates a group of prestigious restaurants with a distinguished reputation in Anbar, Iraq. Eight restaurants considered to be first-class restaurants were selected. These restaurants are distinguished by their importance as economic tourism sectors, playing a key role in attracting numerous customers and tourists. They also utilize various social media platforms to reach the largest possible segment of customers and strive to achieve sustainability.

The respondents included customers who deal with restaurants spread in the city of Anbar, Iraq. The questionnaire was used as an effective tool to collect data from the respondents. The questionnaire was organized using a Likert scale. The questionnaire was tested with several statistical tools to ensure its suitability for measurement [39]. Then, multiple linear regression was used, which combines the independent variables based on their effect to prove the hypotheses [40]. The questionnaire was distributed to a sample of 427 restaurant customers. Restaurants considered to be first-class restaurants were selected. The sample was drawn using simple random sampling to ensure an accurate representation of the target restaurant customers. All instruments were validated to ensure the sample size was appropriate for the scale used [41]. Of the 427 questionnaires distributed, 391 were returned, representing a good response rate of 91%. After reviewing the returned questionnaires, 12 questionnaires were identified as invalid due to incomplete or duplicate answers. Consequently, 379 questionnaires were obtained, resulting in a final response rate of 88% (Table 1).

Table 1. Restaurants and responding to customers

Restaurant	Establishment	Responsive customers
Zar Zor Restaurant	1997	78
Al Badia Restaurant	1985	44
Hajji Hussein Restaurant	1999	71
Sana'a Mandi Restaurant	2024	26
Tabak Mandi Restaurant	2017	45
Tasty Chicken	2024	31
Ghosn Al Zaytoun Restaurant	2021	68
Al Anbar Fish Restaurant	2024	16
Total		379

#### 3.3. Data collection method

The questionnaire was used as a primary tool for collecting data from customers, and it underwent numerous tests to ensure its effectiveness as a tool for measuring and obtaining accurate information. The questionnaire consisted of several key components: the first was collecting demographic data, the second included sections

related to the customer journey, the third addressed sustainable marketing, and the fourth covered sections related to digital social media.

### 3.4. Measurement of variables

The researchers used a 5-point Likert scale numbered from 1 to 5 to assess the variables, adopting measurement items from previous studies. The researchers relied on several sources to define the customer journey scale, in addition to the eight elements of sustainable marketing and the six elements of digital social media (Table 2). The accuracy of the definition and cultural relevance of the questionnaire were demonstrated through back-translation of the questionnaire materials. Three bilingual business professors conducted the back-translation because they understood both English and Arabic language skills. Multiple review stages followed the creation of the questionnaire, starting with academic evaluations and field-testing procedures. The clarity of the reliable measurement was verified through pre-testing using a modest, representative sample.

Table 2. Measurement of variables

Variables	No. of items	Source
Staff interaction	3	[49]
Other customer	3	[50]
Merchandise variety	3	[51]
Shop atmosphere	3	[51]
Repatronage intentions	3	[52]
Value experienced	3	[53]
Digital social media	5	[54]
Sustainable marketing	5	[55]

### 3.5. Data analysis technique

To analyze the relationship between customer journey and sustainable marketing through digital social media, the researchers chose partial least squares structural equation modeling (PLS-SEM), which was run on SmartPLS 4 for statistical evaluation. PLS-SEM served as a research analysis method due to its efficiency in handling latent variables and its suitability for exploratory research, with its ability to study moderating effects according to [41]. This methodology models predictions and measures direct and indirect effects in business and management research according to [41].

### 3.6. Demographic profile

The sample consists of 379 customers who frequent the targeted restaurants, including 259 males (68%) and 120 females (32%), with ages ranging between 36-45 years (104. 27%), followed by 26-35 (98.26%). As for the marital status, 319 are married (84%), 43 are single (11%), and 17 are divorced (5%). As for education, 364 have university degrees (96%), while 15 (4%) have primary education, and the income level of the majority of the sample ranges between 1700-2200\$ (27%).

Table 3. Demographic variables (N= 379)

Item	Detail	Frequency	Percentage
Gender	Male	259	68
	Female	120	32
Age	21-25	40	10.5
	26-35	98	26
	36-45	104	27.5
	46-55	85	22
	56 and above	52	14

Item	Detail	Frequency	Percentage
Marital status	Single	43	11
	Married	319	84
	Divorced	17	5
Education	Primary/ Secondary	15	4
	High school	364	96
Income level	500\$ -1000\$	92	24
	1100\$ - 1600\$	82	22
	1700\$- 2200\$	102	27
	2300\$ 2800\$	55	14.5
	2800\$ and above	48	12.5

### 3.7. Descriptive statistics

Table 4 shows the arithmetic means and standard deviation of the research variables, as the variable (staff interaction) obtained an arithmetic mean of 3.897 and a standard deviation of 0.576, which shows that customers have positive expectations and visions towards the restaurant staff with a consistent response. Also, the variable “other customer” obtained an arithmetic mean of 3.752 and a standard deviation of 0.663, which confirms that there is convergence and positive intentions among the restaurant customers themselves. Also, for the variable “merchandise variety”, it was clear that the arithmetic mean of 4.021 and a standard deviation of 0.783 indicate that customers have a positive view towards restaurants in providing a variety of products. Additionally, for the variable "shop atmosphere," it obtained an arithmetic mean of 3.887 and a standard deviation of 0.712, indicating that the restaurant atmosphere is suitable for customers and is perceived as part of their positive orientation. The arithmetic mean of the variable “repatronage intentions” is 4.132, and a standard deviation of 0.66, indicating that customers have positive intentions towards returning to deal with the restaurants they visited. The variable “value experienced” has an arithmetic mean of 3.786 and a standard deviation of 0.743 indicating that the value provided by restaurants to customers is consistent with their expectations, in addition to the fact that the variable “digital social media” obtained an arithmetic mean of 4.002 and a standard deviation of 0.711 confirming that digital communication media play an important role for customers in enhancing their ability to communicate with restaurants. Also, the variable “sustainable marketing” obtained an arithmetic mean of 3.963 and a standard deviation of 0.694, confirming that customers see that restaurants have the ability to achieve good levels of sustainable marketing.

Table 4. Descriptive statistics

Variables	Mean	Std. Deviation
Staff Interaction	3.897	0.576
Other Customer	3.752	0.663
Merchandise Variety	4.021	0.783
Shop Atmosphere	3.882	0.712
Repatronage Intentions	4.132	0.668
Value Experienced	3.786	0.743
Digital social media	4.002	0.771
Sustainable Marketing	3.963	0.694

### 3.8. Measurement model

The reliability test of the scale using Cronbach’s alpha confirmed that the study scale was free of errors [37]. This analysis is of great importance for detecting and analyzing errors in the research scale [8]. In addition, academic experts made their observations on the scale, and accordingly, the researchers made minor changes to the questionnaire. Table 2 demonstrates that the Cronbach’s alpha is higher than the cut-off point (0.7) [40].



Table 5. Pilot test reliability test

Variables	No. of items	Cronbach's alpha	Composite reliability	AVE
Staff interaction	3	0.802	0.883	0.715
Other customer	3	0.714	0.839	0.635
Merchandise variety	3	0.740	0.852	0.657
Shop atmosphere	3	0.780	0.872	0.694
Repatronage intentions	3	0.740	0.851	0.657
Value experienced	3	0.770	0.867	0.685

Table 6 displays the results of normality tests for the various data. For all constructs, both tests show significant p-values (0.000), indicating a significant deviation from the normal distribution. The Kolmogorov-Smirnov statistics range from 0.276 to 0.169, and the Shapiro-Wilk statistics range from 0.674 to 0.927, all confirming non-normality ( $p < 0.05$ ). This indicates that the data for these constructs are not normally distributed, necessitating the use of non-parametric statistical methods or data transformations in subsequent analyses [42].

Table 6. Kolmogorov-Smirnov and Shapiro-Wilk test

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig	Statistic	Df	Sig
Staff Interaction	0.276	379	0.000	0.674	379	0.000
Other Customer	0.175	379	0.000	0.773	379	0.000
Merchandise Variety	0.169	379	0.000	0.823	379	0.000
Shop Atmosphere	0.155	379	0.000	0.913	379	0.000
Repatronage Intentions	0.222	379	0.000	0.927	379	0.000
Value Experienced	0.170	379	0.000	0.888	379	0.000
Digital social media	0.210	379	0.000	0.783	379	0.000
Sustainable Marketing	0.184	379	0.000	0.883	379	0.000

Table 7 displays the results of the multicollinearity test for the independent variables. For the dependent variable, each independent variable exhibits adequate tolerances ranging from 0.900 to 0.945, indicating that between 9 and 94.5% of its variance is independent of the other variables in the model. In contrast, the variance index (VIF) values range from 1.426 to 1.869, all of which are well below the threshold of 10, indicating slight inflation of the variance of the regression coefficients due to multicollinearity. These results indicate the absence of statistically significant multicollinearity among the independent variables, confirming the reliability of their contributions to explaining sustainable marketing in the regression model (Table 7).

Table 7. Tolerance and VIF test

Independent variables	Dependent	Collinearity statistics	
		Tolerance	VIF
Staff Interaction	Sustainable Marketing	0.913	1.510
Other Customer		0.900	1.426
Merchandise Variety		0.921	1.679
Shop Atmosphere		0.943	1.844
Repatronage Intentions		0.945	1.869
Value Experienced		0.895	1.428

### 3.9. Structural model assessment

Table 8 demonstrates the heterotopic-to-monotopic (HTMT) ratio to assess the discriminant validity of the constructs in the study. HTMT values below 0.85 are typically considered indicative of discriminant validity, indicating that the constructs measure distinct concepts without excessive overlap. All items show HTMT values ranging from 0.639 to 0.846. All of these values fall within the discriminant validity criterion, indicating that the correlations between the items are sufficiently distinct from the other constructs in the study. Notably, the

highest HTMT value of 0.846, observed between “merchandise variety” and “repatronage intentions”, is still below the minimum, indicating that although some overlap exists, it fails to affect the ability to discriminate between items.

Table 8. Heterotopic-to-monotopic (HTMT) matrix

Variables	SI	OC	MV	SA	RI	VE
SI						
OC	0.834					
MV	0.817	0.803				
SA	0.666	0.506	0.763			
RI	0.765	0.734	0.846	0.841		
VE	0.691	0.639	0.699	0.636	0.726	

Table 9 shows the path coefficients ( $\beta$ ), effect size ( $f^2$ ), and model fit indices ( $R^2$ ,  $Q^2$ ) for the relationships between the various elements of the customer journey and sustainable marketing. Staff interaction (SI) shows a positive path coefficient ( $\beta = 0.22$ ), indicating that for every one-unit increase in employee engagement, sustainable marketing increases by 22%. However, its effect size ( $f^2 = 0.044$ ) indicates a relatively positive effect. Other customers (OC) show a weak negative relationship ( $\beta = -0.083$ ,  $f^2 = 0.007$ ), indicating that other customers are the weakest element in their impact on sustainable marketing. This suggests that customers cannot interact comfortably with each other in the restaurant, which leads to a lack of positive focus on supporting the restaurant's sustainable orientation. “Merchandise variety” (MV) shows a positive relationship ( $\beta = 0.282$ ,  $f^2 = 0.082$ ), representing the most significant and strongest element in terms of its impact on sustainable marketing. It indicates that for every increase in “merchandise variety”, sustainable marketing increases by 28%. Thus, a diverse menu of food, juices, and other items leads to a positive perception among customers of supporting the restaurant's sustainable orientation. “Shop atmosphere” (SA) demonstrates a positive effect, with values of ( $\beta = 0.149$ ,  $f^2 = 0.032$ ), indicating that for every increase in “shop atmosphere”, sustainable marketing increases by 14.9%. “Repatriation intentions” (RI) yield values of ( $\beta = 0.201$ ,  $f^2 = 0.049$ ), indicating a clear positive path and confirming the significant relationship between the two components. “Value experienced” (VE) yields values of ( $\beta = 0.201$ ,  $f^2 = 0.070$ ), confirming the existence of a clear and tangible path effect, and that a positive increase in earned value leads to an increase in sustainable marketing by only 20%.

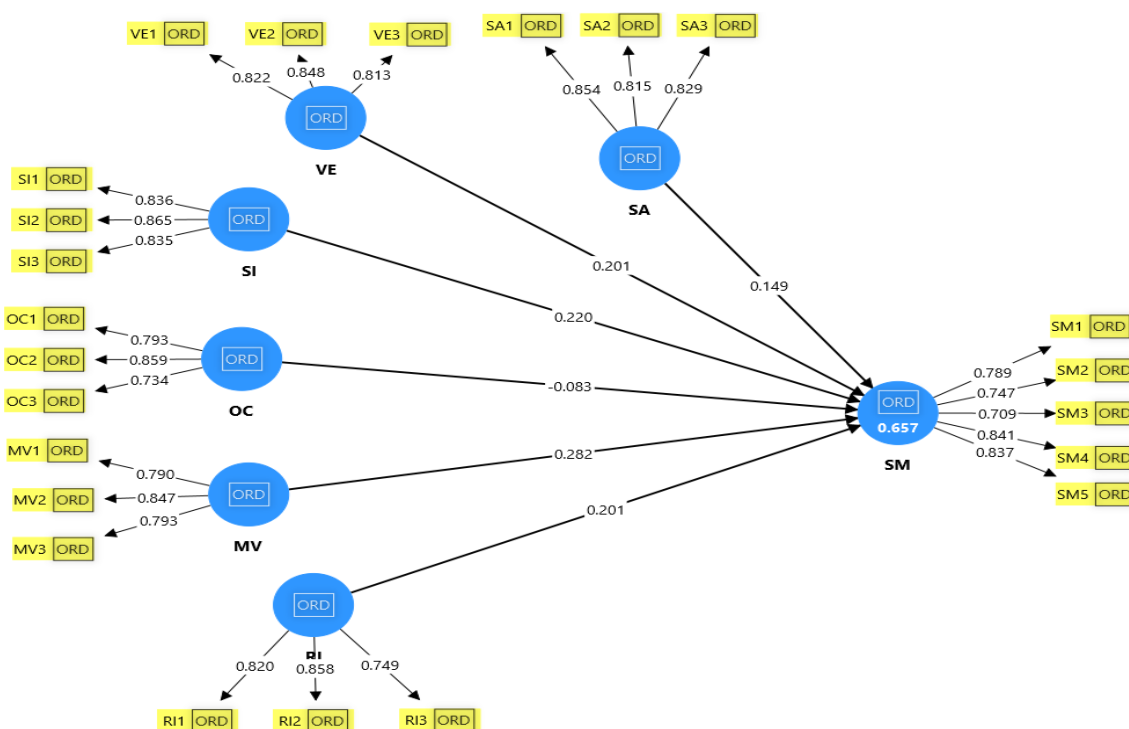


Figure 2. Results of the structural model assessment

Table 9. Result of the path coefficient and  $R^2$  value for main effects

Path		Beta ( $\beta$ )	$f^2$	$R^2$	$Q^2$
SI	SM	0.220	0.044	0.657	0.646
OC	SM	-0.083	0.007		
MV	SM	0.282	0.082		
SA	SM	0.149	0.032		
RI	SM	0.201	0.049		
VE	SM	0.201	0.070		

Model 2 presents the effect values between (staff interaction, other customers, merchandise variety, shop atmosphere, repatriation intentions, and experienced value) on sustainability marketing, with social media as a moderator variable. These interactions generally show increased effect sizes  $f^2$  and  $R^2$  values compared to Model 1, indicating that social media use enhances the model's predictive power for sustainable marketing. Specifically, the interaction between repatriation intentions (RI) and digital social media has a large effect size ( $\beta = -0.137$ ,  $f^2 = 0.021$ ), indicating that effective use of digital social media significantly amplifies the impact of customers' revisit intentions and, consequently, their perceptions of sustainable marketing. Overall, Model 2 provides a more nuanced understanding of how elements of the customer journey generally influence sustainable marketing and its practices, highlighting the importance of considering these interactions in future sustainability-related research and practice (Table 10; Figure 3).

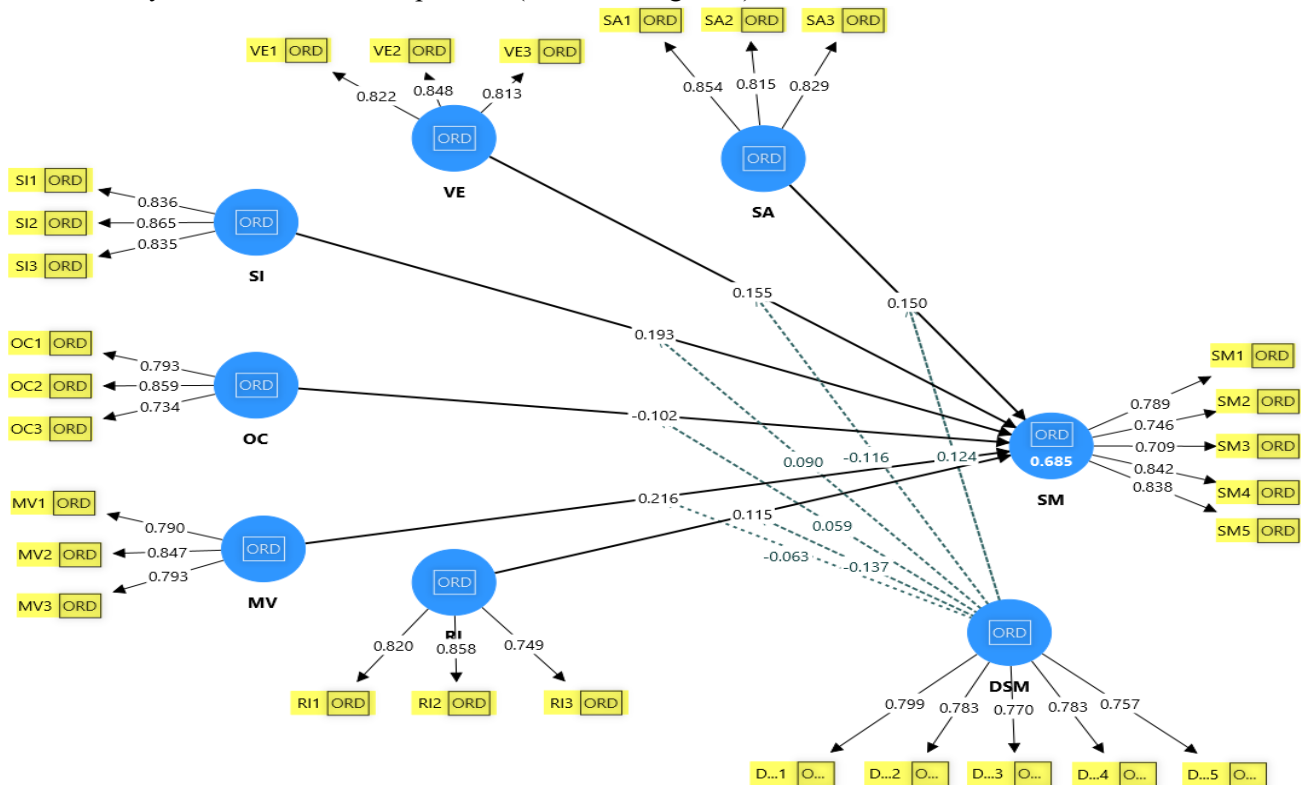


Figure 3. Full measuring model (with moderating effect)

Table 10. Result of the path coefficient and  $R^2$  value for the main effects with the moderator

Path		Beta ( $\beta$ )	$f^2$	$R^2$	$Q^2$
SI	SM	0.150	0.026	0.657	0.646
OC	SM	-0.102	0.009		
MV	SM	0.216	0.039		
SA	SM	0.082	0.034		
RI	SM	0.115	0.013		
VE	SM	0.155	0.037		

Path		Beta ( $\beta$ )	$f^2$	$R^2$	$Q^2$
SI X DSM	SM	0.090	0.008	0.685	0.663
OC X DSM	SM	0.059	0.005		
MV X DSM	SM	-0.063	0.004		
SA X DSM	SM	0.124	0.019		
RI X DSM	SM	-0.137	0.021		
VE X DSM	SM	-0.116	0.022		

Table 11 shows the results of hypothesis testing for the relationship between customer journey and sustainable marketing through digital social media, along with their effect sizes ( $f^2$ ) and other statistical measures. The hypotheses (staff interaction (H1), merchandise variety (H3), shop atmosphere (H4), and experienced value (H6)) are supported by statistically significant beta coefficients (0.150, 0.216, 0.082, 0.155), respectively. These coefficients indicate that increases in (staff interaction, merchandise variety, shop atmosphere, and experienced value) correspond to higher sustainable marketing scores. The interaction hypothesis (other customers (H2), repatriation intentions (H5)) does not reach statistical significance, indicating that the no interaction effect between other customers and repatriation intentions. And sustainable marketing is not supported. In another direction, the interaction hypotheses (shop atmosphere (H10), repatriation intentions (H11), experienced value (H12)) show significant beta coefficients of (0.124, -0.137, -0.116). This indicates that the extent of the impact of these elements of the customer journey in sustainable marketing is magnified when social media enters as a relationship-modifying influencer. On the other hand, staff interaction, other customers, and merchandise variety did not show significant results in the relationship between them and sustainable marketing, with the presence of social media as a moderating variable for the relationship. This is explained by the fact that the contribution of staff interaction, other customers, and merchandise variety) Achieving sustainable marketing does not require digital social media in the relationship.

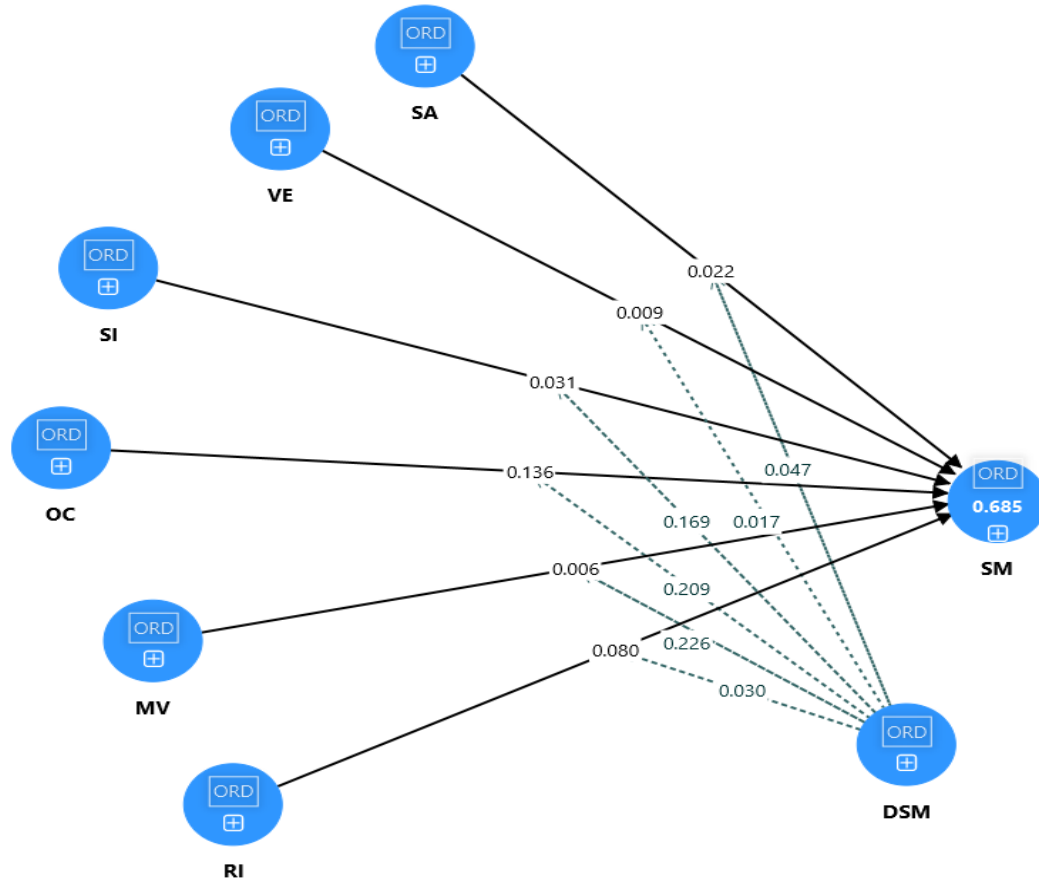


Figure 4. Bootstrapping result

Table 11. Significance test of the path coefficient

Path		Hypothesis	Relationship	Beta ( $\beta$ )	t-value	p-value	f <sup>2</sup>	VIF
SI	SM	H1	Supported	0.150	1.880	0.031	0.026	1.772
OC	SM	H2	Unsupported	-0.102	1.100	0.136	0.009	1.672
MV	SM	H3	Supported	0.216	2.561	0.006	0.039	2.672
SA	SM	H4	Supported	0.082	2.018	0.022	0.034	1.672
RI	SM	H5	Unsupported	0.115	1.411	0.080	0.013	1.173
VE	SM	H6	Supported	0.155	2.369	0.009	0.037	1.672
SI X DSM	SM	H7	Unsupported	0.090	0.959	0.169	0.008	1.886
OC X DSM	SM	H8	Unsupported	0.059	0.813	0.209	0.005	1.562
MV X DSM	SM	H9	Unsupported	-0.063	0.754	0.226	0.004	2.071
SA X DSM	SM	H10	Supported	0.124	1.678	0.047	0.019	1.880
RI X DSM	SM	H11	Supported	-0.137	1.891	0.030	0.021	1.452
VE X DSM	SM	H12	Supported	-0.116	2.123	0.017	0.022	1.227

#### 4. Results and discussion

The study highlights the critical roles of staff interaction (SI), other customers (OC), merchandise assortment (MV), shop atmosphere (SA), repatriation intentions (RI), and value experienced (VE) in important sustainable marketing practices. These factors create an environment conducive to understanding customer behavior and determining their decision levels. Previous studies have consistently shown that understanding customer movements and studying their behavior helps organizations achieve significant levels of sustainability, as is the case [43]. The study indicated that customers prefer restaurants with highly skilled and effective staff, as well as those with a diverse range of food and services, the ability to interact flexibly with restaurant management, and the ability to test and evaluate value effectively, enhancing the enjoyment of the atmosphere inside the restaurant. All of these advantages positively and effectively help restaurant owners make significant strides toward achieving sustainability in marketing. By convincing customers of the restaurant's environmentally friendly practices and rationalizing their sustainable consumption, they are enabled to support environmentally friendly practices. These indications are consistent with what was confirmed by [44] [45], that store owners use a variety of elements to create enjoyable in-store experiences that can be combined to produce a customer journey that provides exceptional experiences that will achieve these stores' goals in the future, which is largely consistent with the study's results.

The lack of a clear interaction effect (other customers) as found in the study is an important finding to consider. The lack of interaction between other customers and sustainable marketing is due to restaurant owners' inability to provide customers with the ability to interact and move freely within the restaurant, in terms of interior design, in addition to taking into account customer behavioral aspects. Environmental factors and conditions may have emerged that have reinforced customers' inability to interact with each other, including the COVID-19 pandemic, which will hinder these restaurants' intentions towards achieving sustainability in marketing. These findings are largely consistent with trends that largely support the need to consider customer needs. Today's companies should pay greater attention to sustainable development and sustainable marketing [46]. According to [2], managers must be aware of their influence, as they significantly impact a company's ability to successfully implement sustainable business practices. It is essential to be aware of their customers and their perceptions of the company's products and production methods [2]. They also emphasized that customer satisfaction is closely related to sustainability and that insufficient customer interest leads to negative outcomes [2].

The introduction of digital social media into the relationship between the customer journey and sustainable marketing had a clear impact in strengthening certain aspects. The results confirmed that the effective use of digital social media supports and enhances customers' ability to enjoy the restaurant's internal environment. It underscores the need for internal internet networks to enhance this, which positively impacts customers' perceptions of restaurants' sustainable marketing practices. Furthermore, there is an interaction and influence between repatriation intentions and sustainable marketing. However, the effective use of digital social media clearly and explicitly activated this relationship. This is logical, as customers' use of digital social media to search for unique restaurants, post positive comments, and communicate with restaurant management increases the potential for enhancing customers' intentions to visit restaurants and repeat visits, thus effectively understanding the nature of the sustainable marketing services provided by these restaurants. These findings are consistent with the proposals of [9] discussed how consumers with altruistic concerns for the well-being and culture of others shape sustainable consumption motivations through social media and [10] support the attitudes of consumers who engage in deeper engagement on social media, which increases their ability to motivate internal intentions and thus supports sustainable attitudes.

On the other hand, the study showed that the availability of an in-restaurant shop atmosphere can enhance sustainability levels, and that this relationship is enhanced and supported by effective investment in social media. The availability of internet networks within the restaurant and the restaurant's ownership of diverse social media platforms enhance the possibility of providing an in-restaurant environment that helps customers stay for as long as possible, which increases the restaurant's ability to achieve sustainable marketing goals. These study findings are consistent with trends [47]. Social media platforms have changed the way individuals interact, exchange information, and make purchasing decisions. These platforms provide consumers with a virtual space to communicate, express their opinions, and engage in discussions on various topics, including sustainability. As a result, social media has emerged as an effective tool for disseminating information, helping customers make purchasing decisions, influencing consumers, and promoting sustainable consumption.

The study results also showed that value experienced is one of the significant elements that has an evident impact on achieving effective levels of sustainable marketing. This role increases and is distinguished by the presence of effective social media that helps customers obtain and communicate the distinguished value and compare multiple options. These findings are consistent with what was proposed by [34] indicated that social media helps and encourages customers to review, rate, recommend, and share their purchases, which influences the purchasing decisions of others to achieve sustainability. Digital social media provides a forum for consumers to express their opinions about a product [48]. This exchange of opinions, unique experiences, and value testing helps customers conduct or establish informed choices.

## **5. Implications for research and practice**

The research findings provide advantages for theoretical models and practical business applications in studies related to sustainable practices that rely on modern and advanced technologies. The study uses the customer journey as a behavioral perspective based directly on customer adoption and prediction, enriching the sustainability frameworks represented by sustainable marketing and technology, represented by social media as a facilitator and supporter of the relationship. Research ought to focus on critical aspects and on each restaurant separately and primarily, in addition to on the technological readiness of restaurants to enhance knowledge of technology adoption and sustainability links. To meet, develop, and predict actual customer needs, restaurants must manage resources effectively and efficiently and transform the services they provide as key drivers for adopting effective strategies that assist them in achieving advanced levels of sustainability. Companies must implement sustainable practices within their strategic frameworks in ways that go beyond predicting customer behavior. Leveraging technology and social media to support sustainability trends requires restaurant managers to collaborate with actors (formal and informal) that are capable of assisting them to capitalize on opportunities, meet customer aspirations, and assist in delivering superior service and quality levels.

## 6. Conclusions

There are clear drivers and intentions on the part of restaurant management to adopt sustainable marketing practices, particularly in staff interaction, merchandise variety, shop atmosphere, repatriation intentions, and experienced value, but communication with other customers yields less significant motivational results. The findings regarding digital social media as a moderating factor reveal a contradiction, as different restaurants require specific approaches to sustainable marketing practices while maintaining and developing existing operations.

The elements that played a significant and fundamental role in moderating the development of a sustainable marketing program for various restaurants are (shop atmosphere, repatriation intentions, and experienced value), with the presence of digital social media as a moderating factor. All restaurants must strive to enhance their ability to build a suitable internal atmosphere and environment that matches customers' tastes and aspirations. They must also develop value-based solutions to achieve sustainable success, particularly in marketing aspects, by making customers feel that the value experience at these restaurants is successful and lives up to their expectations. They must also strive to attract the largest possible number of customers and encourage them to visit the restaurant frequently.

This confirms that basic digital strategies for restaurants remain important because they contain sustainable elements. Here, it can be said that restaurants can achieve a balance between developing levels of electronic communication and focusing on and modifying restaurant social media platforms, which contributes to achieving marketing sustainability over the required period, through a framework that aligns technology and sustainability. Restaurant managers and officials should provide support to customers by encouraging them to visit the restaurant, providing a suitable atmosphere, and working to implement technological initiatives for digital development.

Sustainable marketing practices must be studied through different implementation approaches across different sectors, as some business sectors are placing greater emphasis on adopting sustainability measures. This recognition is influenced by the adoption of sustainable technology applications that lead to sustainable practices, which are often linked to internal and external factors, including regulatory standards and market trends supported by customers. Consultants, experts, and restaurant owners should devote extended periods to studying sustainable practices to adjust business forecasts for several annual periods. For the successful implementation of technology applications, approaches related to a comprehensive view of customer behavior and the development of technology-focused services must be integrated. Therefore, restaurants must integrate social media principles and technology applications with their sustainability behaviors to achieve the best possible economic and environmental position in the market.

### Declaration of competing interest

The authors declare that they have no known financial or non-financial competing interests in any material discussed in this paper.

### Funding information

No funding was received from any financial organization to conduct this research.

### Ethical approval statement

Ethical approval is not applicable for this research.

### Informed consent

Informed consent for the publication of personal data in this article was not obtained because the article does not contain personal information about a specific person or group of people, but rather it is a general survey of general opinions.

## References

- [1] W. Young, K. Hwang, S. McDonald, and C. J. Oates, “Sustainable consumption: green consumer behaviour when purchasing products,” *Sustainable Development*, vol. 18, no. 1, pp. 20–31, 2010. <https://doi.org/10.1002/sd.394>
- [2] O. Akisik and G. Gal, “Sustainability in businesses, corporate social responsibility, and accounting standards: An empirical study,” *Int. J. Account. Inf. Manag.*, vol. 19, no. 3, pp. 304–324, 2011. <https://doi.org/10.1108/18347641111169287>
- [3] S. Gensler, F. Völckner, Y. Liu-Thompkins, and C. Wiertz, “Managing brands in the social media environment,” *J. Interact. Mark.*, vol. 27, no. 4, pp. 242–256, 2013. <https://doi.org/10.1016/j.intmar.2013.09.004>
- [4] Brenda and B. P. Iskandar, “Using customer journey mapping to assess brand experience success,” in *Proc. 4th ICMEM and 11th IICIES*, Bali, Indonesia, Aug. 2019, pp. 668–678.
- [5] K. N. Lemon and P. C. Verhoef, “Understanding customer experience throughout the customer journey,” *J. Mark.*, vol. 80, no. 6, pp. 69–96, 2016. <https://doi.org/10.1509/jm.15.0420>
- [6] A. K. Moser, “Thinking green, buying green? Drivers of pro-environmental purchasing behavior,” *J. Consum. Mark.*, vol. 32, no. 3, pp. 167–175, 2015. <https://doi.org/10.1108/JCM-12-2013-0782>
- [7] D. Chhabra, “Proposing a sustainable marketing framework for heritage tourism,” *J. Sustain. Tour.*, vol. 17, no. 3, pp. 303–320, 2009. <https://doi.org/10.1080/09669580802495758>
- [8] M. A. Brahimi and T. Leperlier, “Quantitative methods in intellectual studies,” in *Routledge Handbook of Intellectual History and Sociology of Ideas*, G. Sapiro and S. Geroulanos, Eds. Routledge, 2024. <https://doi.org/10.4324/9781003093046-8>
- [9] L. H. L. De Moraes, D. C. Pinto, and F. Cruz-Jesus, “Circular economy engagement,” *Sustain. Prod. Consum.*, vol. 26, pp. 1065–1076, 2021. <https://doi.org/10.1016/j.spc.2021.01.019>
- [10] X. Kong, Y. Wang, and L. Zhang, “The impact of social media marketing on consumer behavior,” *J. Mark. Anal.*, vol. 9, no. 3, pp. 245–260, 2021. <https://doi.org/10.1057/s41270-021-00115-7>
- [11] S. L. Chia, M. L. Tan, and K. H. Tan, “Consumer buying behaviour and purchase intention of organic food,” *Manag. Environ. Qual.*, vol. 31, no. 6, pp. 1515–1530, 2020. <https://doi.org/10.1108/MEQ-01-2020-0014>
- [12] M. Sánchez-Planelles, M. P. Martínez-Ruiz, and M. Gómez-Suárez, “Digital transformation and consumer behavior,” *J. Retail. Consum. Serv.*, vol. 72, p. 103200, 2024. <https://doi.org/10.1016/j.jretconser.2023.103200>
- [13] S. Marques, J. Ferreira, and F. A. F. Ferreira, “The impact of social media on consumers’ buying decision process,” *Int. J. Mark. Stud.*, vol. 5, no. 5, pp. 56–66, 2013. <https://doi.org/10.5539/ijms.v5n5p56>
- [14] A. Ahmad, S. Muneer, M. N. Alam, and M. Alsaiddi, “Service for sustainability and overall value for money,” 2024. <https://www.researchgate.net/publication/384970258>
- [15] A. Rudawska, “The impact of social media marketing on consumer purchase decisions,” *Manag.*, vol. 23, no. 2, pp. 66–72, 2019. <https://doi.org/10.2478/manment-2019-0020>
- [16] H. Hassink, “Understanding the evolution of customer trust in sustainable products,” n.d.
- [17] J. Andrews and E. Eade, “Listening to Students,” *New Rev. Acad. Librariansh.*, vol. 19, no. 2, pp. 161–177, 2013. <https://doi.org/10.1080/13614533.2013.800761>



- 
- [18] C. Kuehnl, P. Aurier, and A. Floh, "How brand innovativeness influences brand loyalty," *J. Prod. Brand Manag.*, vol. 28, no. 5, pp. 545–559, 2019. <https://doi.org/10.1108/JPBM-10-2018-2047>
- [19] M. S. Rosenbaum, T. Kunkel, and L. Peñaloza, "Exploring the social dynamics of consumer experiences," in *Consumer Experience and Emotion*, Routledge, 2017, p. 143.
- [20] J. Demmers, J. W. J. Weltevreden, and W. M. van Dolen, "Consumer Engagement with Brand Posts," *Int. J. Electron. Commer.*, vol. 24, no. 1, pp. 53–77, 2020. <https://doi.org/10.1080/10864415.2019.1683701>
- [21] Y. Sun, Y. Wang, and C. Chang, "The impact of social media on green consumer behavior," *J. Clean. Prod.*, vol. 193, pp. 367–376, 2018. <https://doi.org/10.1016/j.jclepro.2018.05.212>
- [22] E. Shove, "Beyond the ABC: Climate change policy and theories of social change," *Environ. Plan. A*, vol. 42, no. 6, pp. 1273–1285, 2010. <https://doi.org/10.1068/a42282>
- [23] G. M. Devinney, R. Belk, and T. M. Eckhardt, "Why don't consumers consume ethically?," *J. Consum. Behav.*, vol. 9, no. 5, pp. 426–436, 2010. <https://doi.org/10.1002/cb.332>
- [24] A. Gunasekaran and A. Spalanzani, "Sustainability of manufacturing and services," *Int. J. Prod. Econ.*, vol. 140, no. 1, pp. 35–47, 2012. <https://doi.org/10.1016/j.ijpe.2012.01.004>
- [25] M. Bordian, M. Musteață, and S. Cebotari, "Effects of integrated marketing communication for sustainability," *Sustain. Mark. Rev.*, vol. 7, no. 1, pp. 88–105, 2022. <https://www.researchgate.net/publication/371858134>
- [26] D. Tapscott and A. D. Williams, *Wikinomics: How mass collaboration changes everything*. Portfolio, 2008.
- [27] C. Li and J. Bernoff, *Groundswell: Winning in a world transformed by social technologies*. Harvard Business Review Press, 2011.
- [28] Q. Nasidi, M. F. Ahmad, J. M. Dahiru, and M. Garba, "Mediating Role of Social Media on Online Shopping Behavior," *J. Manag. Theory Pract.*, vol. 2, no. 4, 2021. <https://journal.unisza.edu.my/jmtp>
- [29] D. C. Edelman, "Branding in the Digital Age," *Harv. Bus. Rev.*, vol. 88, pp. 63–69, 2010.
- [30] T. Hennig-Thurau, K. P. Gwinner, G. Walsh, and D. D. Gremler, "Electronic word-of-mouth via consumer-opinion platforms," *J. Interact. Mark.*, vol. 18, no. 1, pp. 38–52, 2010. <https://doi.org/10.1002/dir.10073>
- [31] P. S. H. Leeftang, P. C. Verhoef, P. Dahlström, and T. Freundt, "Challenges and solutions for marketing in a digital era," *Eur. Manag. J.*, vol. 32, no. 1, pp. 1–12, 2014. <https://doi.org/10.1016/j.emj.2013.12.001>
- [32] C. Homburg, M. Klarmann, M. Reimann, and O. Schilke, "What drives key informant accuracy?," *J. Mark. Res.*, vol. 54, no. 2, pp. 220–236, 2017. <https://doi.org/10.1509/jmr.15.0408>
- [33] S. Rose, N. Hair, and M. Clark, "Online customer experience," *Int. J. Manag. Rev.*, vol. 13, no. 1, pp. 24–39, 2011. <https://doi.org/10.1111/j.1468-2370.2010.00288.x>
- [34] M. G. Confetto, C. Covucci, F. Addeo, and M. Normando, "Sustainability advocacy antecedents," *J. Consum. Mark.*, vol. 40, no. 6, pp. 758–774, 2023. <https://doi.org/10.1108/JCM-11-2021-5038>
- [35] E. A. Huslan and M. N. Hassim, "The role of social media on consumer behavior and motivation towards sustainable products," *Quantum J. Soc. Sci. Humanit.*, vol. 5, no. 6, pp. 159–176, 2024. <https://doi.org/10.55197/qjssh.v5i6.487>
- [36] K. White, R. Habib, and D. J. Hardisty, "How to SHIFT consumer behaviors to be more sustainable," *J. Mark.*, vol. 85, no. 3, pp. 22–49, 2021. <https://doi.org/10.1177/0022242921995653>
- [37] K. S. Taber, "The use of Cronbach's alpha when developing and reporting research instruments," *Res. Sci. Educ.*, vol. 48, no. 6, pp. 1273–1296, 2018. <https://doi.org/10.1007/s11165-016-9602-2>
-

- 
- [38] C. Solér, “Consumer behavior in sustainable markets,” *Sustainability*, vol. 4, no. 10, pp. 2393–2405, 2012. <https://doi.org/10.3390/su4102393>
- [39] V.-W. Mitchell, G. Walsh, and M. Yamin, “Towards a conceptual model of consumer behavior,” *Eur. J. Mark.*, vol. 55, no. 2, pp. 369–392, 2021. <https://doi.org/10.1108/EJM-10-2019-0823>
- [40] J. F. Hair, G. T. M. Hult, C. M. Ringle, and M. Sarstedt, *A primer on partial least squares structural equation modeling (PLS-SEM)*, 2nd ed. SAGE Publications, 2019.
- [41] J. F. Hair and M. Sarstedt, *Advanced issues in partial least squares structural equation modeling*. SAGE Publications, 2020.
- [42] J. F. Hair, J. J. Risher, M. Sarstedt, and C. M. Ringle, “When to use and how to report the results of PLS-SEM,” *Eur. Bus. Rev.*, vol. 34, no. 1, pp. 2–24, 2022. <https://doi.org/10.1108/EBR-11-2018-0203>
- [43] A. Pantouvakis and C. Gerou, “Customer experience and brand loyalty,” *J. Mark. Anal.*, vol. 10, no. 2, pp. 130–145, 2022. <https://doi.org/10.1057/s41270-022-00129-3>
- [44] V. Kumar *et al.*, “Undervalued or overvalued customers,” *J. Serv. Res.*, vol. 21, no. 1, pp. 49–64, 2018. <https://doi.org/10.1177/1094670517713554>
- [45] R. Kreussen, J. Müller, and H. Schmidt, “Sustainable innovation and competitive advantage in manufacturing,” *J. Clean. Prod.*, vol. 171, pp. 45–54, 2018. <https://doi.org/10.1016/j.jclepro.2017.09.145>
- [46] B. Laurel and A. Parment, “Designing for user experience: The role of storytelling and empathy,” 2015.
- [47] A. Rudawska, “The impact of social media marketing on consumer purchase decisions,” *Manag.*, vol. 23, no. 2, pp. 66–72, 2019. <https://doi.org/10.2478/manment-2019-0020>
- [48] M. Shadkam and S. O’Hara, “Green marketing and consumer behavior: A review and research agenda,” *Int. J. Bus. Soc. Sci.*, vol. 4, no. 7, pp. 12–20, 2013.
- [49] J. Baker, A. Parasuraman, D. Grewal, and G. B. Voss, “The influence of multiple store environment cues on perceived merchandise value and patronage intentions,” *Journal of Marketing*, vol. 66, no. 2, pp. 120–141, 2002. DOI: 10.1509/jmkg.66.2.120.18470.
- [50] J. Andreu, C. Bigné, and J. F. Chumpitaz, “Satisfaction and loyalty in the online market: An empirical test,” *Online Information Review*, vol. 30, no. 6, pp. 687–707, 2006. DOI: 10.1108/14684520610716913.
- [51] I. Martos-Partal and J. A. González-Benito, “To what extent do consumer-based brand equity and firm-based performance measures converge?,” *Marketing Letters*, vol. 24, no. 3, pp. 205–219, 2013. DOI: 10.1007/s11002-012-9195-3.
- [52] H. Marques, J. Leal, and P. Lourenço, “The impact of brand personality on consumer behavior: The case of financial services,” *International Journal of Marketing Studies*, vol. 5, no. 4, pp. 24–33, 2013.
- [53] Inès and T. Herbert, “Brand relationships and customer loyalty in the service sector: A cross-national study,” *Journal of Services Marketing*, vol. 30, no. 2, pp. 121–132, 2016. DOI: 10.1108/JSM-05-2015-0153.
- [54] Sun, G., Bellezza, S., & Paharia, N., “Buy less, buy luxury: Understanding how conspicuous consumption motivates green behavior,” *Journal of Marketing Research*, vol. 55, no. 5, pp. 789–805, 2018. DOI: 10.1177/0022243718790634.
- [55] O. Nasidi, “Brand trust and consumer loyalty in digital platforms,” *International Journal of Business and Management*, vol. 17, no. 3, pp. 22–35, 2022.
-