ANALYSIS OF VARIABLES INFLUENCING CUSTOMER SATISFACTION WITH SHOPEE FASHION STORES AMONG GENERATION Z IN RATU SOLO

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ABSTRACT

This study analyzes and determines the most dominant variable among brand image, online customer review, loyalty, and trust affecting customer satisfaction at the Ratu Solo fashion store on Shopee among Generation Z in Surakarta, and formulates improvement proposals using the Plan-Do-Check-Act (PDCA) approach based on the most influential variable. The research is motivated by a phenomenon at Ratu Solo, which shows a high transaction volume (261 transactions per month) yet a rating of only 4.4, accompanied by recurring complaints regarding products not matching their description, poor quality, and damaged goods. This study applies a quantitative approach using Structural Equation Modeling based on Partial Least Square (SEM-PLS) with SmartPLS 4.0, involving 100 Generation Z respondents in Surakarta selected through purposive sampling. Data were collected via an online Likert-scale (1–4) questionnaire. Results show that all four hypotheses are accepted; brand image, online customer review, loyalty, and trust each positively and significantly affect customer satisfaction, with an R-Square of 0.763. Loyalty emerged as the most dominant variable (path coefficient 0.334), followed by trust (0.253), brand image (0.246), and online customer review (0.230). Based on these findings, PDCA-based improvement proposals were developed to sustainably enhance customer satisfaction at Ratu Solo.

KEYWORDS customer satisfaction, brand image, online customer review, customer loyalty

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INTRODUCTION

The advancement of digital technology has transformed consumer consumption patterns—particularly regarding buying and selling activities—shifting from traditional face-to-face transactions to more convenient methods via e-commerce platforms (Erwin et al., 2024; Tigan et al., 2026). In Indonesia, online transactions have become a routine aspect of consumption behavior, with the majority of respondents engaging in regular transactions (APJII in Databoks, 2025). Shopee is one of the most widely used platforms, particularly in the fashion and accessories category, which ranks highest in consumer interest (Katadata in Rania, 2025); this is especially true among Generation Z, a demographic familiar with digital technology and accustomed to comparing products before making a purchase (Nurmala & Transistari, 2025). In the city of Surakarta, Generation Z (aged 14–29) accounts for approximately 29.92% of the total population (Badan Pusat Statistik, 2026), making them a key group in the city's digital consumption landscape. One fashion store with a high transaction volume on Shopee Surakarta is Ratu Solo; despite recording 261 transactions per month, it holds a rating of only 4.4 and has yet to achieve "Star Seller" or "Shopee Mall" status (Nurmala & Transistari, 2025). Customer reviews reveal recurring complaints regarding products that do not match their descriptions, poor quality, and damaged goods—indicating a gap between customer expectations and actual experiences.

Several factors are believed to contribute to this phenomenon. A strong brand image fosters initial consumer trust, whereas a weak one can lead to post-purchase disappointment (Rahman et al., 2025). Online customer reviews also shape consumer perceptions and loyalty (Thobroni et al., 2024); positive reviews boost purchase confidence (Utami, 2024), while negative reviews can instill doubt or deter purchase intentions (Amalrozi, 2025). Trust has also been shown to have a significant positive impact on customer satisfaction (Mawadah et al., 2024), although the role of loyalty as a determinant of satisfaction—rather than merely a consequence—remains under-researched. Based on this background, while brand image, online customer reviews, trust, and loyalty are known to be linked to customer satisfaction on e-commerce platforms, prior studies reveal inconsistencies, particularly regarding the role of brand image and the direction of the relationship between loyalty and satisfaction. Research simultaneously integrating these four variables—specifically within the fashion category on Shopee among Generation Z consumers in Surakarta—remains limited.

Therefore, this study aims to analyze the influence of brand image, online customer reviews, loyalty, and trust (independent variables) on customer satisfaction (dependent variable) at the Ratu Solo fashion store on Shopee, focusing on Generation Z respondents in Surakarta. The study employs the SEM-PLS approach because it allows for the simultaneous testing of multiple variable relationships, is predictive-oriented, does not require strict data normality (making it suitable for limited sample sizes), and has been widely used in similar research (Sulistia et al., 2025) utilizing SmartPLS4.

RESEARCH METHOD

This study employs a quantitative approach with an explanatory design to examine the influence of brand image, online customer reviews, loyalty, and trust on customer satisfaction at the Ratu Solo fashion store on Shopee. The research framework is grounded in Expectancy-Disconfirmation Theory (Oliver, 1980) as the grand theory, which posits that customer satisfaction arises from a comparison between consumer expectations and perceived actual performance. The research model designates brand image (X1), online customer reviews (X2), loyalty (X3), and trust (X4) as independent variables, and customer

satisfaction (Y) as the dependent variable, testing four hypotheses: brand image (H1), online customer reviews (H2), loyalty (H3), and trust (H4) are each hypothesized to have a positive and significant effect on customer satisfaction.

The study population consists of Generation Z individuals (born between 1997 and 2012) residing in Surakarta City who have used Shopee, totaling approximately 158,038 people (Statistics Indonesia, 2026). The sample size was determined using Slovin's formula with a 10% margin of error, resulting in a minimum of 100 respondents selected via purposive sampling based on the following criteria: aged 17–29, residing in Surakarta, having used Shopee, having purchased Ratu Solo products at least twice, and having read online customer reviews on Shopee. Primary data were collected through an online questionnaire (Google Forms) using a 1–4 Likert scale (Strongly Disagree to Strongly Agree), while secondary data were obtained from relevant journals, articles, and statistical reports (Sugiyono, 2019).

Each variable is measured using indicators adapted from prior research: brand image via five dimensions—brand identity, brand personality, brand association, brand attitude and behavior, and brand benefit and competence (Nursiti & Gultom, 2023); online customer reviews via perceived usefulness, source credibility, and review quality and quantity (Hanifah & Fadila, 2023); loyalty via repeat purchases, purchases across product lines, referrals, and demonstrated immunity to competition (Khaddapi et al., 2022); trust via the dimensions of ability, benevolence, and integrity (Azzara & Saefullah, 2026); and customer satisfaction via the alignment of product quality, price, and service, as well as the willingness to repurchase (Ayunani et al., 2023).

Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0; this method was selected because it enables the simultaneous testing of measurement models (outer models) and structural models (inner models), is prediction-oriented, and does not require strict data normality, making it suitable for limited sample sizes (Hair et al., 2017; Ghozali & Latan, 2015). Outer model evaluation encompassed tests for convergent validity (outer loading > 0.70; AVE > 0.50), discriminant validity (Fornell-Larcker Criterion, cross-loading, and HTMT < 0.90), and construct reliability (Composite Reliability and Cronbach's Alpha > 0.70). Inner model evaluation included tests for multicollinearity (VIF < 5.00), R-Square (strong category ≥ 0.75; moderate ≥ 0.50; weak ≥ 0.25), F-Square (small 0.02; medium 0.15; large 0.35), predictive relevance ($Q^2 = 1 – (1–R1^2)(1–R2^2)$), and Goodness of Fit ($GoF = \sqrt{(AVE \times R^2)}$) (Hair et al., 2022; Sarstedt et al., 2017; Ghozali, 2021).

Hypothesis testing is carried out through a bootstrapping procedure, with the following criteria: the hypothesis is accepted if the t-statistics value is > 1.96 and the p-value < 0.05 at a significance level of 5% ($\alpha = 0.05$); conversely, H0 is accepted if the t-statistics < 1.96 and p-value > 0.05

RESULT AND DISCUSSION

A descriptive analysis was conducted to provide an overview of the study's five latent constructs prior to SEM-PLS testing. The evaluation results indicate that all indicators across the five variables—Brand Image (X1, 5 indicators), Online Customer Review (X2, 5 indicators), Loyalty (X3, 5 indicators), Trust (X4, 8 indicators), and Customer Satisfaction (Y, 7 indicators)—exhibited loading factor values above 0.70 (with Online Customer Review exceeding 0.79); consequently, all indicators were deemed capable of effectively reflecting their respective constructs and suitable for use in the subsequent SEM-PLS analysis stage.

The analysis of respondent characteristics aims to provide an overview of the profiles of the 100 respondents sampled in the study, ensuring the sample is representative of the target population: Generation Z in Surakarta City who have purchased fashion products from Ratu Solo via Shopee.

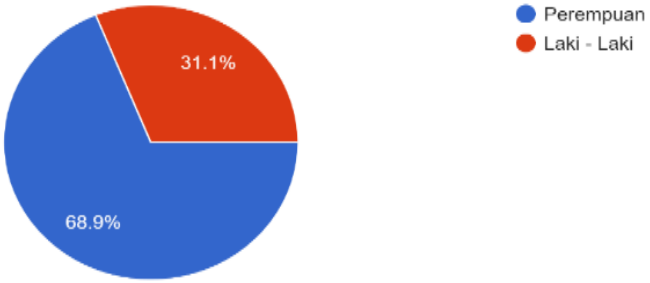


Figure 11. Respondent Characteristics by Gender

Gender, Of the 100 respondents, 70 (70%) were female and 30 (30%) were male. This predominance of female respondents aligns with the characteristics of the e-commerce fashion market, which generally attracts greater interest from female consumers.

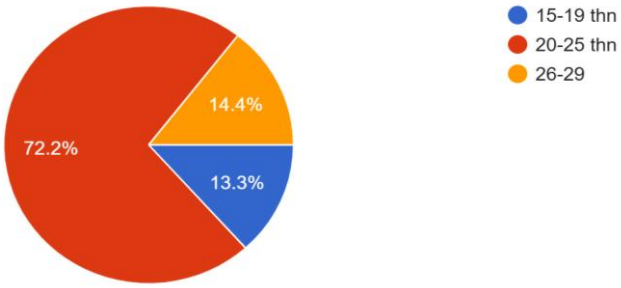


Figure 12. Respondent Characteristics by Age Group

Age, The respondents' ages ranged from 14 to 29 years. The 20–25 age group was the largest, comprising 72 respondents (72.2%), followed by the 26–29 age group with 15 respondents (14.4%) and the 15–19 age group with 13 respondents (13.3%). These results indicate that active Generation Z consumers of fashion products on Shopee in Surakarta primarily fall within a productive age range and are familiar with digital devices.

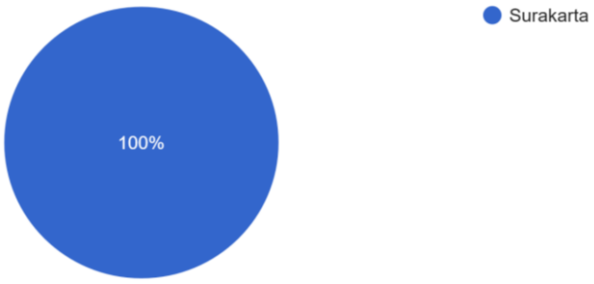


Figure 13. Respondent Characteristics by Domicile Group

Respondent Domicile, All respondents (100%) resided in Surakarta City; thus, the residency criterion for the sample was fully met, and the collected data geographically represents the study's target population.

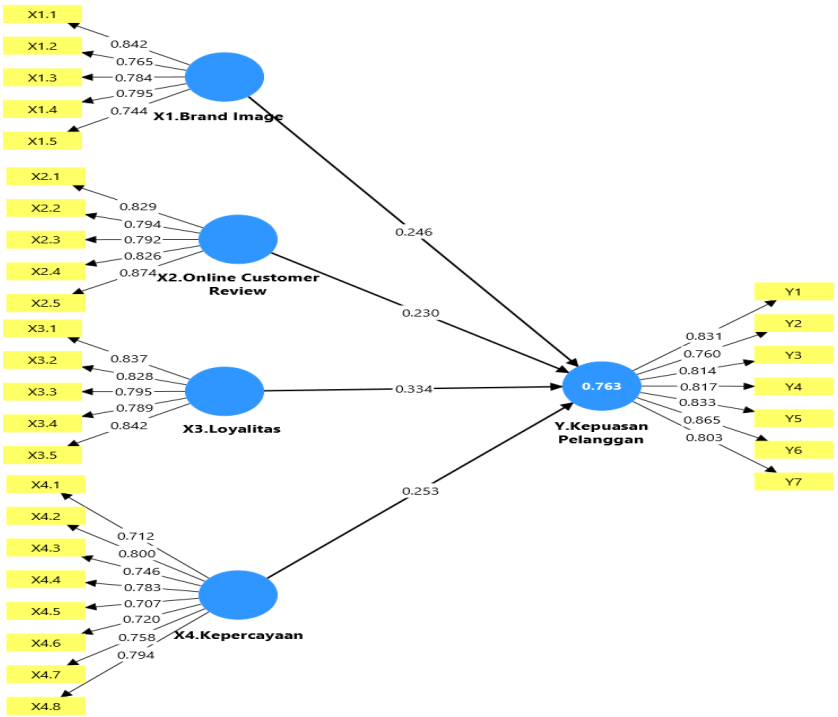


Figure 14. Measurement Model Evaluation Results (Outer Model)

Convergent validity was assessed using outer loading values, with a threshold of > 0.70 (Ghozali & Latan, 2015). The test results (Table 1) indicate that all indicators across the five research variables exhibited outer loading values above 0.70—ranging from 0.707 (X4.5) to 0.874 (X2.5)—thereby confirming their convergent validity and suitability for use in the subsequent analysis stage.

Table 9. Convergent Validity Test Results (Outer Loadings)

Indicator	*Outer Loading*	Information
Brand image (X1)		
X1.1	0,842	Valid
X1.2	0,765	Valid
X1.3	0,784	Valid
X1.4	0,795	Valid
X1.5	0,744	Valid
Online customer review (X2)		
X2.1	0,829	Valid
X2.2	0,794	Valid
X2.3	0,792	Valid
X2.4	0,826	Valid
X2.5	0,874	Valid
Loyalty (X3)		
X3.1	0,837	Valid
X3.2	0,828	Valid
X3.3	0,795	Valid
X3.4	0,789	Valid
X3.5	0,842	Valid
Trust (X4)		
X4.1	0,712	Valid
X4.2	0,800	Valid
X4.3	0,746	Valid
X4.4	0,783	Valid

Indicator	*Outer Loading*	Information
X4.5	0,707	Valid
X4.6	0,720	Valid
X4.7	0,758	Valid
X4.8	0,794	Valid
Customer satisfaction *(Y)*		
Y.1	0,831	Valid
Y.2	0,760	Valid
Y.3	0,814	Valid
Y.4	0,817	Valid
Y.5	0,833	Valid
Y.6	0,865	Valid
Y.7	0,803	Valid

Table 10. Average Variance Extracted (AVE) Test Results

Variabel	AVE	Information
Brand image (X1)	0,619	Valid
Online customer review (X2)	0,678	Valid
Loyalty (X3)	0,670	Valid
Trust (X4)	0,568	Valid
Customer Satisfaction (Y)	0,670	Valid

Convergent validity is further supported by the Average Variance Extracted (AVE) value; a construct is considered valid if the AVE exceeds 0.50 (Ghozali & Latan, 2015). The test results Table 2. indicate that all five variables have AVE values ranging from 0.568 to 0.678; thus, all constructs are deemed valid in terms of convergent validity, allowing the analysis to proceed to discriminant validity testing.

Table 11. Fornell-Larcker Criterion Test Results

	X1	X2	X3	X4	Y
X1.*Brand image*	**0,787**				
X2.*Online customer review*	0,486	**0,824**			
X3.Loyalty	0,657	0,538	**0,819**		
X4.Trust	0,497	0,579	0,587	**0,753**	
Y.Customer Stisfaction	0,703	0,676	0,768	0,704	**0,818**

Discriminant validity was tested using three approaches. First, the Fornell-Larcker criterion, which requires a construct's square root of AVE to be greater than its correlation with other constructs (Ghozali & Latan, 2015); the results in Table 3 show that all square root of AVE values (on the diagonal) meet this criterion.

Table 12. Cross-Loading Test Results

Indicator	X1	X2	X3	X4	Y
X1.1	**0,842**	0,404	0,590	0,465	0,660
X1.2	**0,765**	0,315	0,509	0,326	0,503
X1.3	**0,784**	0,370	0,513	0,304	0,542
X1.4	**0,795**	0,462	0,516	0,473	0,573
X1.5	**0,744**	0,352	0,439	0,364	0,457
X2.1	0,356	**0,829**	0,432	0,466	0,548
X2.2	0,420	**0,794**	0,467	0,486	0,583
X2.3	0,326	**0,792**	0,353	0,424	0,496
X2.4	0,481	**0,826**	0,440	0,439	0,558
X2.5	0,411	**0,874**	0,508	0,560	0,589
X3.1	0,574	0,377	**0,837**	0,485	0,630
X3.2	0,537	0,479	**0,828**	0,522	0,672

Indicator	X1	X2	X3	X4	Y
X3.3	0,475	0,427	**0,795**	0,499	0,588
X3.4	0,506	0,402	**0,789**	0,399	0,598
X3.5	0,592	0,510	**0,842**	0,492	0,648
X4.1	0,301	0,496	0,437	**0,712**	0,490
X4.2	0,315	0,380	0,425	**0,800**	0,580
X4.3	0,399	0,410	0,484	**0,746**	0,578
X4.4	0,340	0,472	0,435	**0,783**	0,548
X4.5	0,441	0,419	0,526	**0,707**	0,523
X4.6	0,309	0,401	0,356	**0,720**	0,437
X4.7	0,496	0,453	0,415	**0,758**	0,552
X4.8	0,381	0,469	0,448	**0,794**	0,511
Y1	0,573	0,654	0,677	0,646	**0,831**
Y2	0,557	0,571	0,641	0,512	**0,760**
Y3	0,541	0,506	0,599	0,575	**0,814**
Y4	0,602	0,470	0,601	0,550	**0,817**
Y5	0,565	0,543	0,595	0,560	**0,833**
Y6	0,597	0,555	0,691	0,612	**0,865**
Y7	0,592	0,557	0,582	0,569	**0,803**

Cross-loading, which requires the loading value of an indicator on its own latent variable to be higher than on other variables; Table 4 confirms that all indicators cluster precisely on their respective constructs.

Table 13. Hasil Uji Heterotrait Monotrait Ratio (HTMT)

	X1	X2	X3	X4	Y
X1.Brand image					
X2.Online customer review	0,558				
X3.Loyalitas	0,756	0,607			
X4.Kepercayaan	0,564	0,653	0,661		
Y.Kepuasan Pelanggan	0,789	0,747	0,853	0,773	

As a supplement, the Heterotrait-Monotrait Ratio (HTMT) was used with a threshold of < 0.90 (Hair et al., 2022); the results in Table 5 show that all HTMT values were below 0.90, with the highest value being 0.853 (Loyalty–Customer Satisfaction).

Table 14. Construct Reliability Test Results

Variabel	*Cronbach's Alpha*	*Composite Reliability*	*Composite Reliability*
Brand image (X1)	0,846	0,857	0,890
Online customer review (X2)	0,881	0,883	0,913
Loyalitas (X3)	0,877	0,879	0,910
Kepercayaan (X4)	0,891	0,893	0,913
Kepuasan Pelanggan (Y)	0,917	0,919	0,934

Reliability testing was conducted to assess the internal consistency of respondents' answers, using a composite reliability criterion of > 0.70 (Ghozali & Latan, 2015). The test results Table 6 indicate that all variables have composite reliability values ranging from 0.890 to 0.934; thus, all constructs are deemed reliable and consistent in measuring their respective latent variables.

Construct reliability was further supported by Cronbach's Alpha values, using a criterion of > 0.70 (Ghozali & Latan, 2015). The results showed that the Cronbach's Alpha values for the five variables ranged from 0.846 to 0.917—all exceeding the threshold—indicating that the research instrument possessed high internal consistency. Consequently,

the measurement model (outer model) met all validity and reliability requirements, allowing the analysis to proceed to the evaluation of the structural model (inner model).

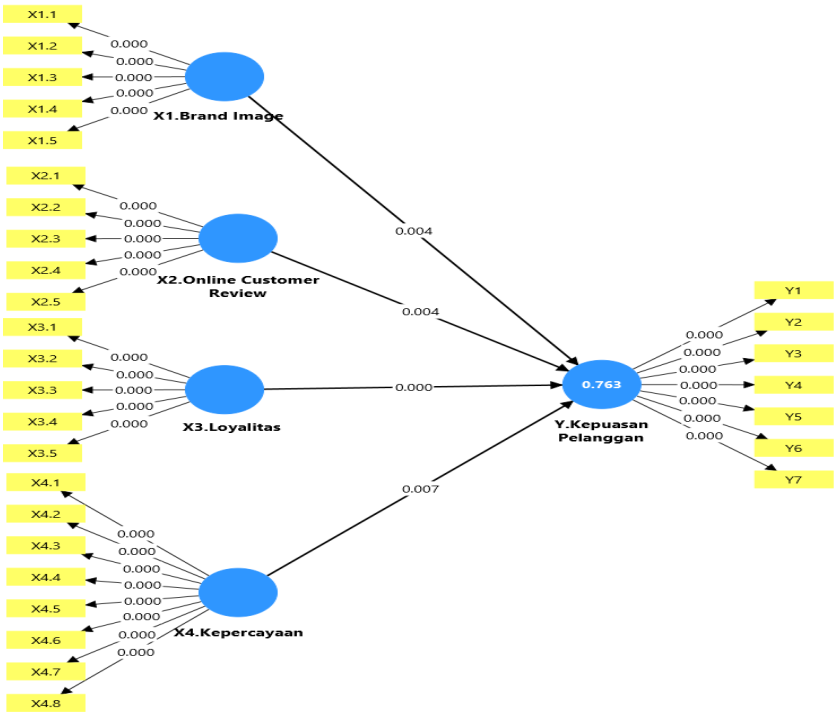


Figure 15. Structural Model (Inner Model) Evaluation Results: Bootstrapping

Evaluation of the structural model (inner model) was conducted after the measurement model met validity and reliability requirements; this evaluation included tests for multicollinearity, R^2, F^2, Q^2, and Goodness of Fit (GoF), with bootstrapping results presented in Figure 5. All indicators for the independent variables (brand image, online customer reviews, loyalty, and trust) and the dependent variable (customer satisfaction) were significant at the 0.000 level (< 0.05), thereby validly reflecting their respective constructs.

In the structural model, all paths demonstrated a positive and significant influence on customer satisfaction: brand image (p = 0.004), online customer reviews (p = 0.004), loyalty (p = 0.000), and trust (p = 0.007). Thus, the four independent variables were proven to significantly influence customer satisfaction regarding Shopee fashion stores among Generation Z in Surakarta City. The R^2 value of 0.763 indicates that 76.3% of the variation in customer satisfaction is explained by these four variables, while the remaining 23.7% is explained by factors outside the model.

Table 15. Multicollinearity Test Results (Inner VIF)

Track	VIF
Brand image → Customer Satisfaction	1,864
Online customer review → Customer Satisfaction	1,693
Loyalty → Customer Satisfaction	2,167
Trust → Customer Satisfaction	1,815

Multicollinearity testing was conducted using Variance Inflation Factor (VIF) values, with a criterion of VIF < 5.00 (Hair et al., 2022). The test results (Table 7) indicate that all VIF values are below 5.00, with the highest value being 2.167 for the path from

Loyalty to Customer Satisfaction; thus, no multicollinearity exists among the independent variables, and the SEM-PLS path model is suitable for further interpretation.

Table 16. R-Square Test Results

Variabel Dependen	**R *Square***
Customer Satisfaction (Y)	0,763

The R-Square test is used to determine the ability of independent variables to explain the dependent variable, with categories of 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair et al., 2022). The test results (Table 8) show an R-Square value of 0.763 (76.3%) for the Customer Satisfaction variable, falling into the strong category; this indicates that brand image, online customer reviews, loyalty, and trust collectively explain 76.3% of the variation in customer satisfaction, while the remaining 23.7% is explained by variables outside the model.

Table 17. F-Square Test Results

Track	**F *Square***
Brand image → Customer Satisfaction	0,137
Online customer review → Customer Satisfaction	0,131
Loyalty → Customer Satisfaction	0,217
Trust → Customer Satisfaction	0,149

The f-square test is used to determine the individual contribution of each independent variable, with categories of 0.02 (small), 0.15 (medium), and 0.35 (large) (Sarstedt et al., 2017). The test results Table 9. indicate that Loyalty has the largest effect size (0.217, medium category), followed by Trust (0.149), Brand Image (0.137), and Online Customer Reviews (0.131), which fall into the small category. No values fell below 0.02; thus, all four variables make a meaningful individual contribution, with Loyalty serving as the most dominant predictor in the model.

Table 18. Q-Square Test Results

Variabel Endogen	**Q^2 *predict***
Customer Satisfaction (Y)	0,721

The Q-Square test is used to assess the model's predictive capability regarding endogenous variables, with a Q^2 value greater than 0 indicating that the model possesses predictive relevance (Hair et al., 2022). The test results Table 10. show a Q-Square value of 0.721 for the Customer Satisfaction variable, indicating that the research model possesses good predictive relevance.

The Goodness of Fit (GoF) test is used to assess the overall model fit, utilizing the formula GoF = $\sqrt{(AVE \times R^2)}$ GoF = $\sqrt{(0{,}641 \times 0{,}763)} = \sqrt{0{,}489} = 0{,}699$ (Ghozali & Latan, 2015). Based on the average AVE (0.641) and the R-Square for Customer Satisfaction (0.763), a GoF value of 0.699 was obtained; this falls into the high category, as it exceeds the threshold for a large GoF (0.36). These results indicate that the research model—comprising both the measurement and structural models—demonstrates an excellent level of fit in explaining customer satisfaction regarding Shopee fashion stores among Generation Z in Surakarta City.

Table 19. Hasil Pengujian Hipotesis (Direct Effect)

Hip.	Track	Original Sample (O)	STDEV	T Statistics	P Values
H1	*Brand image* → Customer Satisfaction	0,246	0,085	2,907	0,004
H2	*Online customer review* → Customer Satisfaction	0,230	0,081	2,843	0,004
H3	Loyalty → Customer Satisfaction	0,334	0,096	3,489	0,000
H4	Trust → Customer Satisfaction	0,253	0,094	2,684	0,007

Hypothesis testing was conducted based on the original sample value (O) to determine the direction of the relationship, and on t-statistics and p-values to assess significance; the acceptance criteria were t-statistics > 1.96 and p-values < 0.05 (Sarstedt et al., 2017). The test results (Table 11) indicate that all four hypotheses (H1–H4) were accepted, demonstrating that brand image, online customer reviews, loyalty, and trust each have a positive and significant partial effect on the customer satisfaction of Ratu Solo (on Shopee) among Generation Z in Surakarta City. Loyalty exhibited the highest path coefficient (0.334), followed by trust (0.253), brand image (0.246), and online customer reviews (0.230); this ranking serves as the basis for prioritizing the subsequent PDCA improvement proposals.

H1 – Brand image. Original sample value 0.246, t-statistic 2.907 (> 1.96), p-value 0.004 (< 0.05); Ho rejected, Ha accepted. These results are consistent with Padmantyo (2023) and Setiyawati et al. (2025). The more positive Generation Z's perception of Ratu Solo's brand image, the higher the satisfaction experienced; therefore, business operators need to maintain consistency in product quality and store image.

H2 – Online customer review. Original sample value 0.230, t-statistic 2.843, p-value 0.004; Ho rejected, Ha accepted. In line with Sulistia et al. (2025), credible and informative reviews help Generation Z assess product quality prior to purchase, thereby aligning expectations with actual experiences and enhancing satisfaction.

H3 – Loyalty. Original sample value 0.334 (the highest among the four variables), t-statistic 3.489, p-value 0.000; Ho rejected, Ha accepted. Unlike previous studies that positioned loyalty as a consequence of satisfaction (Suhendry, 2023; Suardhita et al., 2024), this study demonstrates the reverse direction: loyal consumers tend to evaluate their shopping experiences more positively, reinforcing the novelty of this research.

H4 – Trust. Original sample value 0.253, t-statistic 2.684, p-value 0.007; Ho rejected, Ha accepted. Consistent with Mawadah et al. (2024), trust in transaction security, data confidentiality, and Ratu Solo's service consistency fosters a sense of security that boosts customer satisfaction.

Overall, all four hypotheses (H1–H4) were accepted, with the order of influence being: Loyalty > Trust > Brand image > Online customer review.

Table 20. Rekapitulasi Hasil Pengujian Hipotesis

Hip.	Pernyataan	T Statistics	Keterangan
H1	*Brand image* berpengaruh positif dan signifikan terhadap kepuasan pelanggan.	2,907	Ho ditolak, Ha diterima
H2	*Online customer review* berpengaruh positif dan signifikan terhadap kepuasan pelanggan.	2,843	Ho ditolak, Ha diterima
H3	Loyalitas berpengaruh positif dan signifikan terhadap kepuasan pelanggan.	3,489	Ho ditolak, Ha diterima
H4	Kepercayaan berpengaruh positif dan signifikan terhadap kepuasan pelanggan.	2,684	Ho ditolak, Ha diterima

Based on the hypothesis testing results, the four independent variables (brand image, online customer reviews, loyalty, and trust) were found to have a significant positive

effect on the customer satisfaction of Ratu Solo on Shopee. These findings were translated into systematic improvement proposals using the Plan-Do-Check-Act (PDCA) approach—also known as the Deming Cycle—a cyclical, four-stage quality management method designed for continuous improvement. Improvement proposals were formulated for each variable following the four stages of the PDCA cycle, with the discussion ordered according to the magnitude of the path coefficients, ranging from the most dominant to the least dominant.

CONCLUSION

This study aims to analyze the variables that most dominantly influence the customer satisfaction of Ratu Solo on Shopee among Generation Z in Surakarta, and to formulate improvement proposals based on the PDCA cycle. The results indicate the following order of influence, from most dominant to least: Loyalty (0.334), Trust (0.253), Brand Image (0.246), and Online Customer Reviews (0.230), with an R-Square value of 0.763 (indicating a strong relationship). Loyalty emerges as the most dominant variable, a finding that underscores the study's novelty by positioning it as an independent variable—contrary to previous studies that treated it as an outcome variable.

Based on these findings, PDCA-based improvement proposals were developed for the four variables: Loyalty (via loyalty point and referral programs); Trust (through the implementation of quality control SOPs and packaging standards); Brand Image (via visual image audits and the creation of brand guidelines); and Online Customer Reviews (by encouraging post-purchase reviews and ensuring rapid responses to negative feedback).

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