



# What Makes a Coffee Shop Interesting? Demystifying Critical Factors that Attract and Retain Coffee Shop Customers in Indonesia

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**Abstract.** The main purpose of this study was to identify factors that coffee shop customers perceived as critical to attracting and retaining them to a particular coffee shop. An online questionnaire survey was designed to capture coffee shop customers in Indonesia. Critical factors were identified from the literature in restaurants and hospitality. A total of 251 valid questionnaires were completed – sufficient for the current study. SPSS v 28 was used to analyze the data. Results indicated that the top 3 critical success factors were taste, location, and cleanliness. To make a coffee shop interesting and attract and retain customers, coffee shop managers need to provide their customers with products that taste good, consider making the location easy to access, and maintain the site's cleanliness. A coffee shop practitioner can learn how to understand the critical factors in a coffee shop and what outcomes to expect from doing so. This paper introduces the critical factors that make customers perceive a coffee shop as an interesting venue.

Keywords: Coffee Shops, Customer Retention, Service-Dominant Logic.

## 1 Introduction

Every morning, coffee is consumed widely as an individual's routine to start the day. What is better than a cup of coffee that tastes good? Such a rhetorical question aligns with the nature of coffee consumption used to reflect their self-concept, fulfill the need for uniqueness, and enhance their social identity through symbolic consumption. The uniqueness of coffee taste is described through sensory profiles such as the range of flavor (such as sweetness, acidity, saltiness, bitterness), aroma (floral, nutty, cheery, brown spice, caramel, chocolate-like) [1]. Despite its unique taste and evoking smell, coffee consumption has also been used as a medium to keep social cohesion alive (Yiğit and Şahin Perçin, 2021). coffee has been recognized as one of the leading internationally traded beverage commodities in the world, and coffee has become the most consumed drink, with eight million tons consumption per year, contributes to leveraging the domestic economy, either in the country of coffee production or coffee consumption country (International Coffee Organization, 2019)

Moreover, Euromonitor International (2019) reported that the coffee shops business is emerging rapidly. Consequently, intense competition is looming as the nature of the coffee shop business is typically a common obstacle to joining the

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industry. The more possible competitors offer similar superior product quality or service, the coffee shops business can only survive in the short run. Despite the rise of the coffee industry, as shown by the rapid expansion of coffee shop chains, the continuity of local coffee shops business remains an ongoing challenge. Comparing the failure rate of small businesses in general, a survey conducted by Lindenberg (2019) on 232 independent coffee shops in the United States, Canada, and the United Kingdom reported similar findings. Lindenberg (2019) demonstrates that the coffee shop's failure rate ranges between 50-74% within the first five years. Lack of funding or financial resources to invest in such a business could be an issue. However, there could be more underlying concerns to explore that still need to be fully understood.

Undoubtedly, customer loyalty and revisit intention are paramount for the hospitality and service industry (Inversini et al., 2020). A study by Nair and Weber (2017) investigates what makes the US local coffee shop successful in competing with big brands such as Starbucks. They find it essential to efficiently ensure growth with an adaptable strategy in various aspects such as operations, customer loyalty, marketing, pricing, and encouraging the local community (Nair and Weber, 2017). Further, Nair and Weber (2017) explain that maintaining repeat customers without violating the price through discounts or half-price promotions is more effective in facing the existential challenge of global brands like Starbucks. However, there has yet to be a clear cut on ensuring customer retention in a coffee shop to create strategies to focus more on delightful consumer experiences and the feelings of being engaged. Extant research in marketing demonstrates that one of the most critical factors influencing customers' decline is lack of engagement, which elucidates that a firm is less interesting to the customer (Lannigan, 2020). One way to understand what makes a customer engaged is by investigating the role of predictors that act as critical factors that attract and retain customers. As a matter of definition, critical factors are those factors that must be present for a company to survive and succeed. To date, academic literature discussing critical factors to attract and retain coffee shop customers still needs to be explored.

A study by Douglas et al. (2019), when interviewing coffee shop owners/managers, reported that friendly staff, good quality food, and a high standard of hygiene are the top three critical factors in the UK coffee shop business. The study expands the ideas of critical factors that coffee shop managers employ to attract new customers or retain existing coffee patrons based on the firm's resources. However, this study only used owners' perspectives instead of coffee shop customers as the main actors' biased perspectives can occur. To this end, other hospitality and service marketing scholars suggest three main predictors commonly used to examine consumers' perceived value: product, service, and physical environment quality (Ryu & Han, 2009; Yrjölä, et. al., 2019). However, the predictors mentioned above need to be tested further as none of the studies inferred generalisability from the specialty business context of the coffee shop, particularly in explaining the link between customers' perceived value and engagement to retain. Although extant research in the restaurant context shows that food quality matters for restaurant patrons (Namkung & Jang, 2007), coffee shops might demonstrate the opposite outcome. Therefore, based on previous predictors of restaurant quality research, the current study aims to investigate the critical factors to measure the likelihood of coffee shop customers.

The current research will contribute to the hospitality literature, particularly in the coffee shop industry, by expanding the concept of customer-perceived value through service-dominant logic (SDL) and Self-Congruency theory (SCT) perspectives. This

study is expected to help understand the underlying factors influencing customers' perceived value towards a coffee shop. The focus of this research is to answer the questions below:

1. What are the critical factors in attracting and retaining coffee shop customer coffee?
2. To what extent do critical factors make a coffee shop attractive?

## 2 Literature Review

Extant research has identified consumer behavior in two approaches: the information processing approach, which constitutes functional based on utilitarian attributes (Han, Nguyen & Simkin 2016), and the experiential approach associated with symbolic and hedonic consumption (Chen and Hu, 2010b). Even though the coffee shops business is categorized as a restaurant or café industry, the nature of the business is considerably different. In practice, coffee shops highlight more coffee-based products as the core business and the venue as the social interaction space, in which Oldenburg (1989) recognized it as a third place. The third place is between home and work, where everyone can gather and interact socially with their community. In other words, the coffee shops do not just about the content but also the context of coffee consumption.

Thus, the distinction between one coffee shop and other coffee shops in their attempts to meet customer expectations is more likely in the value offered. The additional, functional and symbolic value is essential to creating a successful brand (Bairrada Cristela et al., 2018). It has been the main focus of contemporary restaurants in offering their brand's positioning and competitive advantage (Holmqvist et al., 2020b). Although food quality, superior service, and atmospheric attributes are still important, consumer satisfaction is also related to a particular value, such as social status and membership recognition from a specific group (Holmqvist et al., 2020b). For instance, in a coffee shop, consumers not only want to get the functional value of the coffee-based drink, which addresses externally determined consumption needs, but also to find the pleasure of a comfortable atmosphere with a reputable brand, which addresses internally determined consumption needs.

Further, in offering value, the hospitality industry must determine the customer's view of what is created and delivered (Chen and Hu, 2010b, Karamustafa and Ülker, 2020). In their empirical study of Australian coffee shops, Chen and Hu (2010b) demonstrate that the service attribute is the most important attribute when choosing a coffee shop out of 834 valid responses in a field survey in Melbourne. The result followed other characteristics, such as coffee quality, atmosphere, food and beverage, and extra benefits, such as a loyalty program. Here, the service attribute is associated with service delivery, such as friendly employee, speed of service, cleanliness of the coffee shop, attentive employee, and accuracy in fulfilling orders. The findings of this study remain consistent to the extent with another. A survey of coffee shop owners in the UK by Douglas et al. (2019) claims that friendly staff, cleanliness and good quality of coffee are important factors in the success of a coffee shop business. In a similar vein, in an investigation to study the type of value that customers perceive in the restaurant context, Yrjölä et al. (2019) demonstrate that hedonic dimensions of value, such as emotional or symbolic value, have the most substantial impact on satisfaction, word of mouth (WOM) and loyalty. For instance, bonding with a

restaurant experience might occur when customers are involved in a memorable conversation over meals on a special occasion (Yrjölä et al., 2019). Such analysis amplifies the important roles of service encounters in influencing positive behavioral intention.

Moreover, marketing scholars have identified value as what is received compared to what is given (Grönroos and Voima, 2013). The nature of value creation is an iteration process (Holmqvist et al., 2020a). The iteration process means that once the value is constructed at the firm level, the process will continue to customers and from customers to firms through value co-creation (Holmqvist et al., 2020b). Prior research in service literature has different perspectives in addressing the value concept, and the debates remain (Karababa and Kjeldgaard, 2013). For example, extant research has identified that firms or providers dominantly create value (Smith and Colgate, 2007).

Contrary to conventional wisdom, other scholars argue that value only exists when customers use the products or services and providers only provide potential value (Grönroos and Voima, 2013). In this regard, Grönroos and Voima (2013) explain that if the customers perceive the value as a value-in-use, the focus is no longer primarily on pricing a custom bundle of goods or services by exchanging them for a price. Instead, the accumulation of customers' experience, logic, and ability to extract value from products and other resources used (create value-in-use) become the critical components of creating value in creating new products and services that become a continuous process. That said, it is "the customer's physical, mental, and possessional activities and practices in multiple individual and social contexts" that shape value creation" (Grönroos and Voima, 2013 p.135).

At this point, it is important to understand that what Grönroos and Voima (2013) synthesize regarding the value-in-use accumulates over time is inextricably driven by customers instead of operated by service providers per se. For instance, before producing a new product, a service provider will assess customer interest, and customers have involved in value co-creation before the product is offered (Grönroos and Voima, 2013). Here, the intertwining sphere between providers and customers during in-store interaction enables both actors to induce value co-creation. To illustrate how it works, consider the global coffee market, where value is associated with material quality, symbolic quality, and in-person service quality attributes. In this sense, we can see that each point is imaginarily connected and socially constructs the value back and forth, which Holmqvist et al. noted as an iteration process.

Next, Chang (2020) affirms that customer experience in the service and hospitality industry strongly correlates with atmospheric variables, product quality, and frontline service employees, where the crux between those elements might diffuse a positive brand image to increase customer retention rate. Chang (2020) argues that each attribute's degree might impact differently if implemented in a different business model. More and more restaurant studies show that customers measure the quality of their experience using predictors such as food quality, service, and physical environment (Ryu and Han, 2009; Yrjölä et al., 2019). Yrjölä et al. (2019, p.98) assert that although their findings on "customer value perspectives are useful in understanding the holistic restaurant experience," further research is needed to explore other service settings. In other words, previous research from Yrjölä et al. (2019) can be used to analyze the critical factors that make coffee shop can attract and retain customers. They posit using three categories as "a common and relatively well-established way to measure the restaurant experience" (Yrjölä et al., 2019, p. 92). For instance, food quality relates to product quality. While service quality is linked with

the delivery process to serve, customers' needs and physical environment are associated with attractiveness to promote a comfortable atmosphere.

## 2.1 Service-Dominant Logic

Service-Dominant Logic (SDL) has been extensively discussed to help explain the framework within servicescape (Brodie, Hollebeek, Jurić, & Ilić, 2011; Ng et al., 2020; Sanchez & Martinez, 2021). SDL explains that the relationship between consumers and service providers does not necessarily occur only when a single transaction is executed (Vargo & Lusch, 2004). Instead, the relationship will be expanded after the consumers are involved with the service encounters or obsessed with a particular brand, which could be the most critical part of the exchange process: customer engagement. To some extent, customer engagement leads to brand evaluation (Moliner, Monferrer-Tirado, & Estrada-Guillén, 2018). Individuals who are positively engaged with the products might have positive Behavioral intentions such as positive customer reviews, word of mouth, and repurchase intent. Conversely, when individuals are negatively involved, a potential risk could harm the overall brand evaluation (Robinson, Do, & Rahman, 2019).

For instance, in an ethnography study on a pastry shop in Paris, namely Laduree, Holmqvist et al. (2020b) developed a value process model to explain the value creation process. The results show that value creation occurs before, during, or after the service or store interaction and after a customer leaves the store. When providers act as facilitators or co-creator with customers during the service, customers continue to create value-in-use independently in a social context with peers in social media and real life. Interestingly, the role of providers does not stop at the co-creation stage during the in-store service. On the other hand, they also benefit from customer after-service activities such as customer-to-customer word of mouth (WoM) between customers on social media to encourage shared value creation in the future by evaluating what customers think of their experience digital platforms. (Holmqvist et al., 2020b). Moreover, to posit as a pastry shop with luxury service experience, Laduree management's marketing strategy focuses on creating an aesthetic atmosphere with vintage decoration and high-quality pastry products, with superior service delivered by well-trained frontline service employees. The Laduree's ability to create an atmosphere where customers would like to respond positively as they are treated respectfully and feel unique and valued confirms the role of providers in value facilitation and co-creating customers' value during the service. More importantly, most customers notice that the distinction of service employees in the Laduree store is "the little extra touch" that makes their experience memorable if they compare it to many other stores (Holmqvist et al., 2020b).

## 2.2 Self-Congruity Theory

Self-congruity is when an individual's self-concept is congruent with a particular brand image or symbolic value of products or services (Sirgy, 1982, 1985). Self-congruity theory can help understand customer behavior phenomena during pre-consumption and post-consumption situations where consumers are highly involved in perceiving value from products or services (Chua, Kim, Lee, & Han, 2019; Das, 2015; Hosany & Martin, 2012). According to (Sirgy, 1982) consumer self-concept is

constructed by four dimensions: (1) actual self-image, (2) ideal self-image, (3) social self-image, and (4) ideal social self-image. Theoretically, actual self-image refers to how consumers see their real identity as "motivated by self-consistency" (Sop & Kozak, 2019, p. 931). Ideal self-image is the ideal identity that consumers would like to posit themselves. The ideal self-image is triggered by self-esteem (Sop & Kozak, 2019). Unlike actual self-image, social self-image is identified as how consumers are recognized consistently by others in their current states. The ideal social self-image is the ideal condition that consumers want to be recognized by others, where decision-making is motivated by social approval.

Further, Sirgy (1985) proposes the link between consumers' self-concept and brand image as a self-congruity concept. For example, consumers are likelier to buy products or brands they believe match their self-concept. Conversely, when self-concept and brand image are incongruent or undesired, consumers might feel discomfort and perceive lower satisfaction which might harm purchase intention. Regarding customer preferences, ideal self-image is "a better indicator" to predict purchase intention (Ekinici & Riley, 2003, p. 203). By following Sirgy's proposition on self-congruity definition, it is plausible that when consumers tend to maintain their self-concept by purchasing or consuming a product to enhance their self-expression and fulfill psychological needs through objects such as brands (Roy & Rabbanee, 2015). To this end, consumers' motivation in making purchase decisions also depends on the match and the degree of congruence between self-concept and brand image.

That said, the reason coffee consumers accommodate their self-image through a certain object (such as high-quality coffee) can also be linked to self-congruity theory. The self-congruity theory attempts to explain the congruence between consumers' self-image and products' image effects to consumers' positive attitude (Chua et al., 2019). For instance, self-congruity predicts that purchase intention will be considerably high when consumers' response to the advertised products match their self-image (Choi and Reid, 2016). Thus, it might be helpful to understand the coffee consumption phenomenon by investigating the congruence between consumer self-concept and product or service evaluation as the symbolic value and brand image lead the purchase intention.

### 3 Methods

The convenient sampling approach was employed to collect the data in Indonesia. The data collection was conducted for six weeks, from November–December 2021, through online platforms powered by Qualtrics. This new appreciation of locally produced coffee contributes to increased coffee consumption and competition between coffee shops. Therefore, obtaining results from the Indonesian context was expected to have another perspective on how coffee shop customers from coffee-producing countries value the critical factors that make a coffee shop interesting. To reach the representative samples, respondents were filtered based on the inclusion criteria, such as those aged above 18 years, having visited coffee shops in the last six months, and being familiar with the coffee shop. According to Prayag et al. (2019), the quantitative approach in customer satisfaction studies in the hospitality context dominantly has a range of sample sizes between 200–400. There were 251 valid responses in a self-administered survey obtained. There were some protocols applied to keep the data collection rigorous. The nature of this study was to collect the

data/information from participants at their convenience and using their own devices. There was no direct contact (physical contact) between the researcher and the participants. The survey was only eligible for coffee shop customers. To avoid perspective bias, coffee shop owners or managers were not eligible to take the survey. All questions in the questionnaire were user-friendly (pilot testing was conducted on 20 participants, and some adjustments were made accordingly) and remained anonymous to protect participants' privacy. After completing the data collection, the data were screened to validate their reliability and consistency. Only fully completed data would be used for further tests.

### Measurement

The critical factors used in the study were adapted from the existing research on the restaurant and hospitality context. There were 9 items used in the questionnaire to extract the information from coffee shop customers. Respondents were asked to ranking the critical factors that indicate which factor influences more to attract and retain them to visit a particular coffee shop. As a test for the internal consistency and reliability of the critical factors, the data was carried out using SPSS v26. Considering the small sample size, most results were analyzed using descriptive statistics.

## 4 Results

Based on a self-administered survey, the majority of respondents reported that their range of age was between 24-39 years (65.3%), followed by between 40-55 years (26.3%), between 18-23 years (6%) and between 56 years or more (2.4%), as depicted in figure 1.0. Regarding of sample characteristics, about 55% (n = 139) of respondents were male and 45% (n = 112) of responses were collected from female respondents.

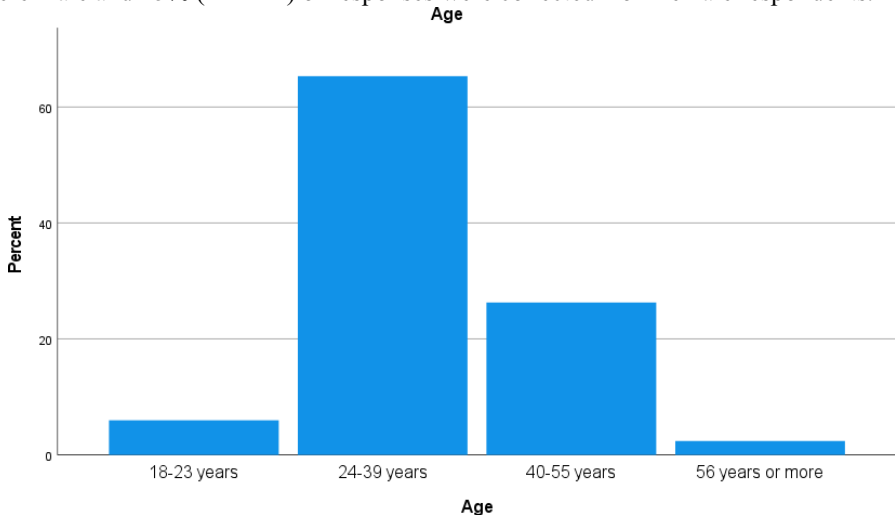
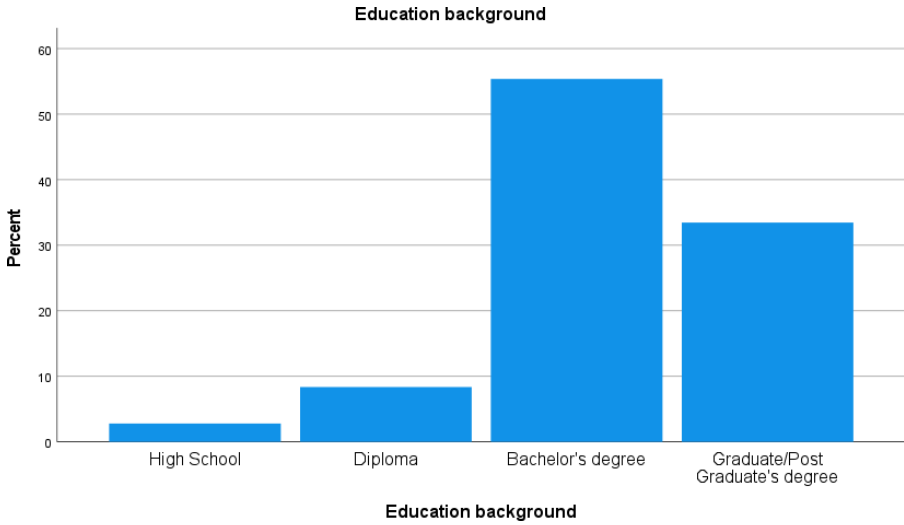


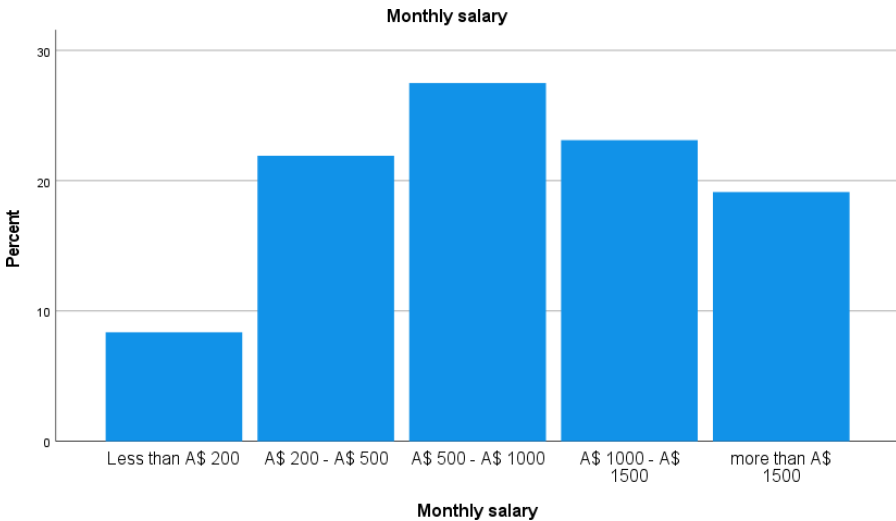
Fig. 1. Sample characteristics based on the age variable.

Regarding the educational background, the data shows that about 55.4% of respondents hold bachelor's degrees. In the data set, postgraduate, diploma, and high school respondents account for 33.4%, 8.4%, and 2.8%, respectively. In terms of educational background, most of the respondents were highly educated (see Figure 2.0).



**Fig. 2.** Sample characteristics based on educational background.

Regarding monthly income, 27.5% of respondents earn (A\$ 500 - A\$ 1000), about 23.1% of respondents earn A\$ 1000 - A\$ 1500, and the lowest range of monthly income was less than A\$200 (8.4%), the highest range of income was more than A\$ 1500 (19.1%). The data shows that most respondents earn a monthly income beyond A\$500 (see figure 3.0), categorized as middle-class income according to World Bank's report in 2020.



**Fig. 3.** Sample Characteristic Based on Monthly Salary.

Moreover, in the general questions, when we asked respondents about the frequency of visiting coffee shops, most respondents claimed to visit a coffee shop 2-



3 times per week, which counts for 39% ( $n = 99$ ), regardless of gender. The second position is respondents frequently visiting coffee shops once a week, accounting for 24% ( $n = 60$ ). On the other hand, only 6% ( $n= 16$ ) of respondents claimed to visit coffee shops every day, 14% responded to visiting coffee shops once per fortnight, and 12% claimed to visit coffee shops at least once a month (see figure 4.0).

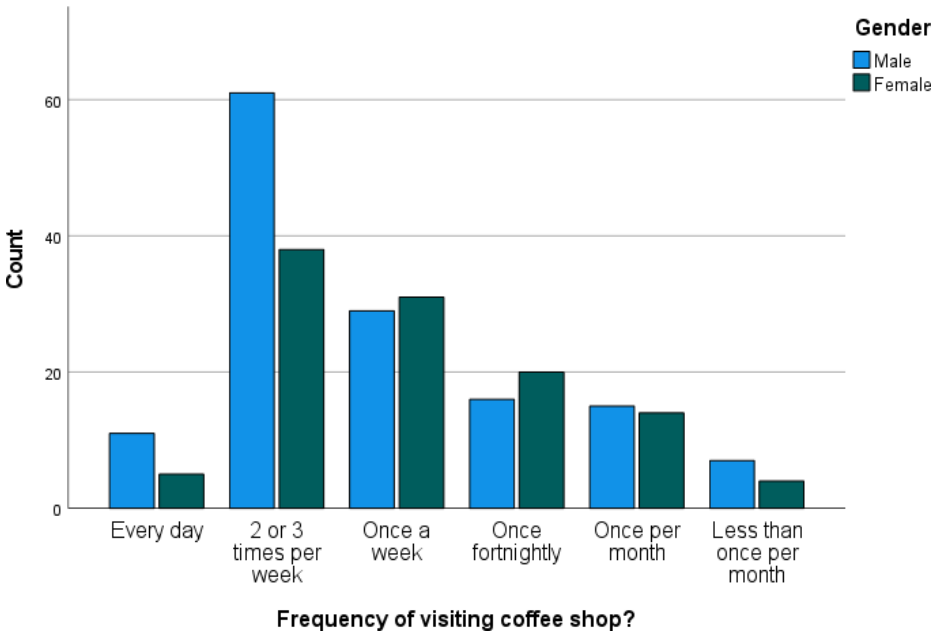


Fig. 4. Sample Characteristics Based on The Frequency Of Visiting Coffee Shop.

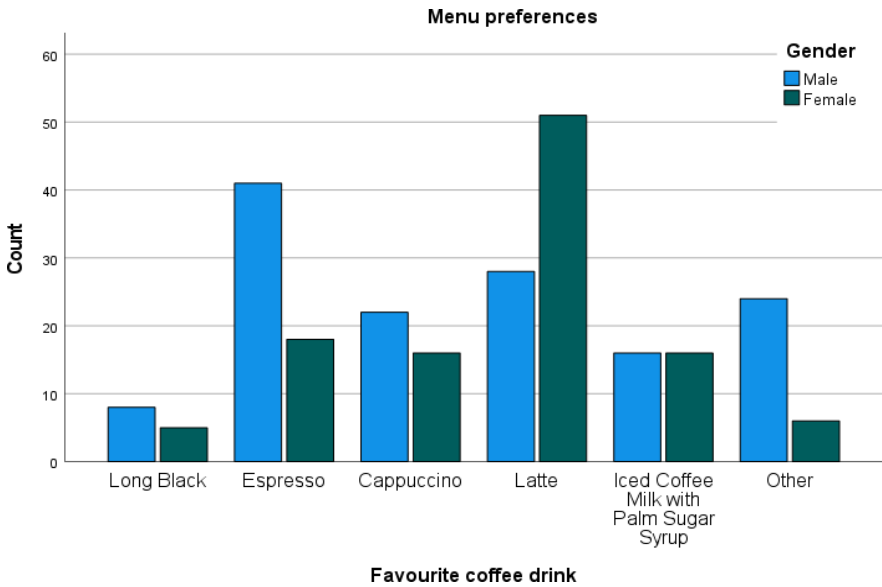


Fig. 5. Sample Characteristics Based on A Favorite Coffee Drink.

Interestingly, the data also showcased favorite coffee drinks that respondents frequently purchase in the coffee shop. 31% of respondents ( $n = 79$ ) chose latte as the best coffee drink menu, mainly supported by female respondents. Second to that position was espresso, preferred by 24% of respondents ( $n = 59$ ). Unlike latte, espresso was dominantly preferred by male respondents. Surprisingly, male and female respondents share things in common regarding iced coffee milk with palm sugar syrup or locally called “Kopi Susu Gula Aren, which counted for 13% of the product portfolio ( $n = 32$ ). Other options contributed 12% of the product demand; most were related to iced coffee milk-based with fusion or added local flavors (see figure 5.0).

Finally, we asked respondents about the most critical factors in determining coffee shop quality them. Significantly, our data demonstrated that taste is the most influential factor in defining the quality of a coffee shop (64.5%). The second order was the location factor, the main driver to motivate the intention to purchase. Next, cleanliness, price, friendly staff, interior decoration, food pairing, free wifi, and food pairing parking space sequentially drove the economic behavior that influenced respondents to justify their preferences (see table 1).

**Table 1.** Critical factors for coffee shop customers in Indonesia.

Rank	Factor	Mean	Std. Deviation
1	Taste	1.82	1.432
2	Location	3.58	2.06
3	Cleanliness	4.11	1.718
4	Price	4.51	2.335
5	Friendly staff	4.78	1.737
6	Interior decoration	6.08	2.052
7	Food Pairing	6.34	2.261
8	Free wifi	6.37	2.489
9	Parking space	7.41	1.754

However, it is essential to note that the high standard deviation on those factors explains the variety of the dataset as the result of allowing the respondents to rank the factors based on their priority toward the experience of determining the quality of the coffee shop. That said, discrepancies between individuals exist. Therefore, the ranking was defined based on the frequency of each factor that loads the subjectivity of the respondents.

## 5 Discussion

The distinction between one coffee shop and other coffee shops in their attempts to meet customer expectations is more likely in the value offered. The functional and symbolic value is essential to creating a successful brand (Bairrada Cristela et al., 2018). It has been the main focus of contemporary restaurants in offering their brand's positioning and competitiveness. advantage (Holmqvist et al., 2020b). Consumers will be likelier to try something new, which explains why purchase intention can be very fluid and subject to change when certain circumstances apply. According to the extant

literature, nine independent variables or factors have been investigated to impact coffee shops' ability to attract and retain customers. Three factors were most important: taste, location, and cleanliness. The result is slightly different from the previous study by Doughlas et al., which concluded that friendly staff, good quality food, and a high standard of hygiene as the three main factors. Our study posits taste in the first place that influences a customer's perceived value, where the gap between the first place and the second place is significantly different. The findings indicate that the taste factor has a stronger predictor than other factors to distinguish which coffee shop is more likely to visit when all the other factors are considered similar.

In this sense, coffee that tastes good is the primary touchpoint to start the experience. This notion remains consistent with self-congruity theory, which posits the congruence between consumer self-concept and perceived value, where product or service evaluation as the symbolic consumption and brand image leads the purchase intention. Moreover, when coffee consumers are exposed to the sign of distinctions, such as coffee sensory profiles and their attributes, they will use that values to develop a sense of uniqueness. That said, that distinction factor could determine the rest of the evaluation of a particular coffee shop. Moreover, it is plausible that when the market competition has saturated, the following extra effort can be made to distinguish by-product personalization or customization (Goldsmith, 1999).

To a certain degree, personalization brings a new perspective to how firms develop their products to anticipate customer preferences shift. Take the case of iced coffee milk with palm syrup, for example. The product was designed to accommodate consumer preferences for the fusion of the traditional taste of palm syrup and modern coffee extraction. Although this menu never exists in most Western coffee cultures, it has created new demand for diversified coffee-based products in the Indonesian coffee shop industry. That said, accommodating the shifting in preferences is paramount to reaching customer satisfaction. However, the power of a product to influence consumption is also moderated by consumers' perceived value (Grönroos and Voima, 2013). This condition corresponds with service-dominant logic, where value is created through iteration. Next, in some circumstances, people primarily choose to spend time in a coffee shop to meet with friends and hang out. Therefore, it is plausible to understand why the location factor was found in the second position. The social dimension of coffee culture has been recognized as a medium for social cohesion that creates social interaction. The trendy coffee shops evolve to adapt to the need of postmodern society, where consumers do not seek only a cup of coffee but also a consumption experience in a social space (Manzo, 2015). Therefore, the location factor becomes essential to accommodate the need to socialize in a place that is accessible and convenient.

Lastly, cleanliness posits third place in our findings, where customers must ensure that the coffee shop maintains hygiene standards. In reality, social conditions and the context of consumption are more complex than customers' or individuals' perceived value (Kauppinen-Räsänen et al., 2018). The intention to make a purchase and the response after purchase is layered by the underlying process that constructs customers' experience. It might require other elements from critical factors to amplify the value to be recognized in individuals' memory when recalling the experience the next time they visit a coffee shop.

## 6 Conclusion

In dealing with an often-changing market where demand and consumer preferences shift rapidly, the ability to adapt to the current trend is critical for coffee shops to stay in business. In the coffee shops context, the pressure is even higher. Not only to compete within a niche market and the saturated 4Ps marketing strategies (product, price, place, and promotion) but also to be more agile with innovation to distinguish from competitors. It can be understood that the causality effect occurs in coffee consumption where coffee shops capture consumers' needs and then use their feedback to develop a new taste and service experience in the form of a new value proposition of coffee, which reflects the interaction and co-creation process between consumers and firms. However, when the new taste the consumers acquired is not worth it for some variables, they will seek moderation. Ideally, the three common factors (product, service, physical environment) should perform appropriately to achieve greater engagement. Insights from the current study emphasize taste, location, and cleanliness as the main three factors in attracting and retaining coffee shop customers. This research may benefit coffee shop owners/managers to understand what customers need in the highly competitive market. The study was expected to shed light on determining critical factors that coffee shop customers need to get attracted and retained. Furthermore, this research will allow us to reach a broader customer retention landscape and extend the implications to similar sociodemographic groups in other emerging coffee markets worldwide. Concomitantly, the current study expands the use of Service-Dominant Logic (SDL) and Self-Congruency Theory (SCT) in the context of the coffee shop industry.

The current research focused on coffee shop customers in Indonesia so that the results might be limited to the study context. Considering a small sample size to operationalize this research, further investigation is needed to generalize the findings to broader contexts.

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