

Original Article

Exploring the Impact of Menu, Packaging Innovations, and Brand Experience on Brand Evangelism through Customer Engagement: A Study at Starbucks Bandung

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Received Date: 22 February 2025

Revised Date: 06 March 2025

Accepted Date: 09 March 2025

Published Date: 15 March 2025

Abstract: Since the mid-16th century, coffee has become a popular beverage worldwide and has transformed into a part of the high-quality culinary experience, often compared to wine. One of the leading companies in the global coffee industry is Starbucks, which continues to grow by opening over 500 outlets in Indonesia. Nonetheless, Starbucks has been confronted with issues, especially involving criticism of using single-use plastic packaging, contrary to the rising public consciousness about environmental concerns. The company, thus, needs to innovate products and packaging in order to cope with the expanding consumer demand to be more environmentally conscious. This research seeks to analyze the effect of menu innovation, packaging innovation, and brand experience on customer engagement and brand evangelism, with customer engagement as a mediating variable at Starbucks in Bandung. The approach applied is a quantitative method with data analysis by using SmartPLS. The findings of the research indicate that menu innovation, packaging innovation, and brand experience significantly affect customer engagement. In addition, customer interaction is also a key to promoting brand evangelism. This study offers valuable information for Starbucks managers to know how product and packaging innovation can induce greater customer interaction and reinforce brand loyalty through brand evangelism.

Keywords: Menu Innovation, Packaging Innovation, Brand Experience, Customer Engagement, Brand Evangelism.

I. INTRODUCTION

Since the middle of the sixteenth century, coffee has evolved into one of the most widely consumed beverages across the globe, and its effects have been heavily experienced in the lives of consumers and culture (Samoggia & Riedel, 2018). The first wave of coffee consumption was seen in the 1960s, characterized by the acceleration in mass consumption and the extensive use of coffee. Now, coffee is not only a utilitarian beverage; it has been upgraded to an upscale culinary dining experience and compared to wine (Global Coffee Forum, 2015). International coffee giants such as Starbucks have further consolidated this pattern. It is even more appropriate with the changing behavior of consumers, who prefer products that not only meet taste requirements but also offer health benefits and help promote environmental sustainability (Global Coffee Forum, 2015). With this international trend, coffee houses have moved beyond being mere outlets to buy beverages; they have evolved into social centers and an extended cultural experience for their patrons (Sousa et al., 2016).

The growing coffee consumption trend in Indonesia has spurred the significant growth of coffee shops, which have now become an integral part of the public's lifestyle (Say & Syadila, 2024). The International Coffee Organization (ICO) also reported that coffee consumption in Indonesia has grown by about 3.7% annually over the past decade, making it one of the fastest-growing coffee markets in the world (Ilmiah, 2024). Lokadata added that in the 2018-2019 period, coffee consumption in Indonesia reached 4.8 million sacks, an increase of 44% since 2010, and continued to rise to 5 million sacks by 2020 (Indonesia.go.id, 2022). This increase indicates the growing public interest in coffee consumption (Data Indonesia.id, 2023). As a major player in the coffee industry, Starbucks has responded to this trend by opening more than 500 stores across 59 cities in Indonesia by the end of 2023 (Starbucks, 2024b). It has made Starbucks one of the leading global brands in the Indonesian coffee industry. The strong public interest in coffee has supported the growth of various coffee shop brands in Indonesia, such as Starbucks, Kopi Kenangan, J Co Donuts and Coffee, and Janji Jiwa. Based on sales value, Statista (2022) shows Starbucks' dominance in the Indonesian coffee industry in 2022, recording revenues of around 154.9 million USD that year. Meanwhile, Kopi Kenangan, a local coffee shop brand, ranked second with sales of approximately 93.3 million USD.

Starbucks' dominance is supported by data showing the rapid growth of Starbucks' revenue over the past 30 years, serving as clear evidence that customers trust the products and services provided by Starbucks (Stock Analysis, 2023). In the competitive coffee shop business in Indonesia, Starbucks has become a more well-known brand compared to its competitors. It was evident



in 2012 when Starbucks was named one of the top 10 brands in Indonesia in Asia's Top 1000 Brands report published by The Nielsen Company and Campaign Asia Pacific.

One of the challenges faced by Starbucks is criticism regarding the use of single-use plastic packaging, which is seen as inconsistent with the growing environmental awareness in Indonesia. In response to this, Starbucks has taken steps to replace plastic straws with paper straws as part of its commitment to environmental sustainability (Rahma, 2020). A study by PwC (2021) indicated that 86% of consumers in Indonesia support the use of environmentally friendly packaging. Starbucks needs to respond more firmly to this demand, including expanding the use of recyclable packaging. One of Starbucks' standard operating procedures is to meet the promises made to consumers, such as creating a positive atmosphere in every store, providing the best service, serving high-quality coffee, and ensuring a comfortable and safe environment for customers (Rifa'atul Sri Aghnia & Arry Widodo, 2024).

In addressing customer complaints and maintaining its company position, innovation plays a key role. Innovation allows a company to sustain or improve its position in the competition by offering better products or services and differentiating itself from competitors (Hanifah et al., 2019). According to Weil (2018), innovation includes ideas, practices, or objects that are perceived as new by individuals or parties that will adopt them. In the food and beverage industry, issues arise related to changes in societal lifestyle trends and the increasing number of competitors in the market. Companies are required to adapt quickly by altering or developing marketing strategies (Lyu, 2023). Starbucks is often recognized as one of the leading companies in terms of profitability and meeting consumer demand. Known for its culture and innovative leadership, Starbucks has successfully identified trends and products that resonate with consumers. The company understands the importance of a deep understanding of the products they offer, not just from a physical standpoint but also from the experience and emotional connections built with customers (Beckley et al., 2017).

As a result, Starbucks engages in innovation in both its menu and packaging to offer diverse and attractive experiences to customers (Hanifah et al., 2019). This innovation not only involves the development of new products but also simple, flexible, and effective ways to meet the diverse needs of consumers (Foroudi et al., 2016). According to data from a Harvard Business Review study, companies with a strong culture of innovation can increase operational efficiency by up to 20% and reduce costs by 15%. This increase in efficiency directly contributes to higher profitability, providing companies with more resources to invest in future innovation (Pisano, 2019). This is additionally evidenced by the research by Zimmermann (2023), indicating that firms embracing innovation have greater chances of surviving and expanding amidst economic upswings.

Besides innovation, businesses are not only required to satisfy customers but also to revolutionize the customer's role from being passive receivers of value to creators of value through active Engagement and involvement, thus delivering significant and memorable experiences (Hongsuchon et al., 2023; Z. Lin & Wong, 2020). Brand experience is understood as the sequence of experiences customers perceive and their behavioral reactions to a brand (Yasin et al., 2020). The interaction between customers and brands helps companies to more effectively meet customer needs while simultaneously strengthening brand attachment (Hongsuchon et al., 2023). One example of a strategy used by Starbucks to maintain its market position is through employee training aimed at providing in-depth knowledge about the products and how to meet the individual preferences of each customer (Zhang, 2012). It can help customers choose products based on their tastes.

A survey from Salesforce reveals that 84% of consumers value the experience they have with a brand more than the products or services it offers. This highlights that customer experience is not only important but is often a key factor in purchase decisions and brand loyalty. Furthermore, 66% of consumers prioritize a good experience over price. It emphasizes that, while price remains important, the experience a brand provides to its customers can be a decisive factor influencing consumer preferences. An additional fact is that an outstanding experience can raise consumer expectations for other brands by up to 73%. This finding underscores that when consumers have a positive experience with one brand, they demand the same standard from other brands, providing a competitive advantage to companies that successfully deliver satisfying experiences (Blitzer, 2020).

A strong and sustained relationship between a brand and its customers encourages customers to invest more time, energy, and money, which in turn increases their awareness, understanding, and Engagement with the brand (Hongsuchon et al., 2023). Over time, companies are increasingly recognizing the importance of building close relationships with customers because these relationships can be used as a proxy to evaluate customer interactions with the company (Rather & Sharma, 2017). Customer engagement refers to active interactions between customers and a brand aimed at creating emotional connections, generating added value, and building long-term loyalty (Wong et al., 2022). Engaged customers not only help companies promote their brands through word-of-mouth communication but also play an active role in product and service development, contributing to innovation and enhancing the experience and value shared with the company (Hoyer et al., 2010). Customer engagement represents a behavioral trend that goes beyond traditional consumer behavior (Dessart et al., 2015).

Starbucks is committed to building strong relationships with customers by listening and adapting to their evolving needs and expectations. They monitor market trends to adjust products and marketing strategies to remain relevant. Additionally, Starbucks maintains an emotional connection with customers while innovating. It ensures that new products reflect brand values and remain aligned with existing experiences, thus expanding its portfolio without losing brand identity (Beckley et al., 2017). To build strong relationships between the brand and customers, companies must consistently meet customer needs, which will strengthen the brand's position in the global market. This contributes to brand evangelism, where customers not only become loyal buyers but also recommend the brand to others (Becerra & Badrinarayanan, 2013). Brand evangelism is sustained consumer support for a brand, whether through purchases, positive recommendations, or opposition to competitors (Osmanova et al., 2023). For a brand to survive, it must earn customer loyalty through a positive image and the enthusiasm of customers to convince others to engage with the brand (Igwe & Nwamou, 2017).

According to Osmanova et al. (2023), consumers now purchase products not only because of their functional performance but also due to the symbolic meaning they carry, which reflects their personality and values, thus strengthening the emotional bond with the brand. Consumers who form a strong attachment to a brand tend to engage in brand evangelism, which involves voluntarily recommending the brand to others (Pansari & Kumar, 2017). Brand evangelism is crucial because it helps establish a strong and lasting relationship with customers, who not only buy the product but also spread information about the brand (Purohit et al., 2023).

Although there is substantial research on brand evangelism, customer engagement, innovation, and brand experience, some aspects remain underexplored. Product and packaging innovation are known to increase customer engagement, but their influence on brand evangelism has not been extensively studied. Research such as that by Omar et al. (2018) shows that product innovation enhances customer appreciation, while Shukla et al. (2022) states that packaging innovation affects consumer engagement. However, no research has combined both types of innovation to assess their impact on brand evangelism through customer engagement. Furthermore, while customer experience can enhance engagement and purchase behavior (Beyaz & Gungor, 2021; Yen et al., 2020), no studies have explored its impact on brand evangelism in restaurants like Starbucks. This research aims to fill this gap.

Most literature emphasizes the importance of customer engagement, but how this directly contributes to brand evangelism has not been widely discussed. The role of customer engagement as an intervening variable also remains unexplored. Research by Ballester et al. (2022) highlights the relationship between customer engagement and brand evangelism but does not address the supporting factors of Engagement or specific contexts, such as Starbucks. There is limited research that combines menu innovation, packaging, and brand experience in influencing brand evangelism through customer engagement. The study by Khashan et al. (2023) also emphasizes the importance of innovation but was conducted during the pandemic and used different variables. Therefore, further investigation is needed into the relationship between innovation, brand experience, and customer engagement at Starbucks and their impact on brand evangelism. Based on the background presented, further research is needed with the title: **"The Influence of Menu Innovation, Packaging Innovation, and Brand Experience on Brand Evangelism through Customer Engagement at Starbucks Bandung."**

II. LITERATURE REVIEW

A) *Consumer Behavior*

According to Nolcheska (2017), consumer behavior is the study of the process individuals or groups go through when selecting, purchasing, and using products to satisfy their needs and desires. This behavior involves a dynamic interaction between emotional, cognitive, behavioral, and environmental factors. In other words, consumer behavior encompasses the relationship between thoughts and actions during consumption, which continuously changes over time (Peter & Olson, 2002).

B) *Innovation*

Innovation is a combination of various interconnected processes, encompassing more than just new ideas, discoveries, or new market developments; it also reflects the entire process involved (Hanifah et al., 2019). According to Edgell & Vogl (2013), innovation involves the creation of new ideas and their implementation to provide tangible benefits to society. A successful product innovation must meet several key criteria.

C) *Menu Innovation*

According to Magnini & Kim (2016) and Ozdemir & Caliskan (2014), a menu is not just a list of dishes; it is a strategic marketing tool that communicates the character and personality of a restaurant. A menu can create a unique perception for consumers by showcasing the quality of ingredients, presentation methods, and the atmosphere the restaurant aims to create. Hanifah et al. (2019) state that menu innovation is more than just updating food options; it is a strategically implemented approach by companies to ensure that the menu remains relevant. With changes in product aspects, production processes, and business oversight and development, menu innovation reflects a restaurant's effort to maintain its appeal in a constantly evolving market.

D) Packaging Innovation

According to Cyasmoro & Talumantak (2021), packaging innovation is regarded as a form of innovation that has a significant impact on a company's ability to win in the increasingly competitive market. By continuously innovating in packaging, companies can enhance their product competitiveness, build a strong brand image, and achieve long-term success. The packaging innovation process ensures that any changes in packaging are managed systematically and supported by trend monitoring, strong leadership, and multidisciplinary teams focused on improving sustainability (Pålsson & Hellström, 2023).

E) Brand Experience

Brand experience is a collection of experiences customers have, along with their behavioral responses to a brand (Yasin et al., 2020). Purohit et al. (2023) describe the concept of brand experience as a customer's response to a brand through emotional, cognitive, and behavioral aspects. According to Khan et al. (2021), brand experience covers various stages, starting from information search to the purchasing process, continuing into the consumption or use phase of the product by the customer.

F) Customer Engagement

Customer engagement is defined as the manifestation of customer behavior that focuses on a brand or company, going beyond just purchasing, and is triggered by motivational factors. This Engagement relates to the relationship built between consumers and organizations or their representatives, reflecting the customer's deeper involvement in interactions with the brand (Qi et al., 2019). According to van Doorn et al. (2010), customer engagement impacts various significant aspects for consumers, companies, and other factors. From the consumer's side, Engagement affects views, attitudes, and behavioral outcomes such as loyalty and repurchase intentions. For companies, customer engagement impacts financial performance, brand reputation, and compliance with legal aspects.

G) Brand Evangelism

Brand evangelism is a persuasive behavior where consumers try to convince others to use their favorite brand. It is more than just talking about a brand, as consumers actively influence others to switch to using that brand, making it an extreme form of word of mouth (Mansoor & Paul, 2022). Brand evangelism provides great power to companies. Customers, as evangelists, constantly share information and experiences about the brand with others and have the enthusiasm that motivates others to use the brand while preventing them from using competing brands (Safeer & Le, 2023).

H) Conceptual Framework

Here is the theoretical framework for this study

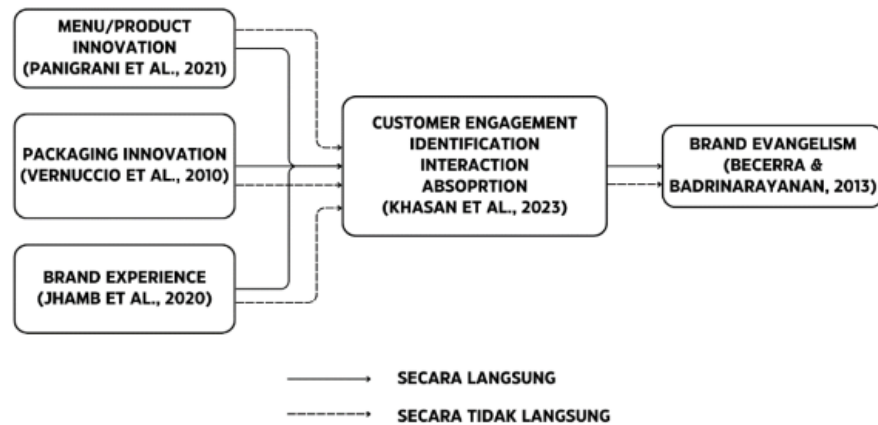


Figure 1 Conceptual Framework

Source: Adapted from (Khashan et al., 2023) and processed, 2024.

- H1: Menu Innovation has a positive and significant effect on Customer Engagement.
- H2: Packaging Innovation has a positive and significant effect on Customer Engagement.
- H3: Brand Experience has a positive and significant effect on Customer Engagement.
- H4: Customer Engagement moderates the effect of Menu Innovation on Brand Evangelism.
- H5: Customer Engagement moderates the effect of Packaging Innovation on Brand Evangelism.
- H6: Customer Engagement moderates the effect of Brand Experience on Brand Evangelism.
- H7: Customer Engagement has a positive and significant effect on Brand Evangelism.

III. RESULTS AND DISCUSSION

A) Results of Structural Model Testing (Outer Model)

The research measurement model is tested for Validity and reliability using SmartPLS 3 software. In order to determine whether the analysis is accurate, 34 indicators representing the four research variables are tested. The following steps are used to test the outer model using SmartPLS 3.0 software:

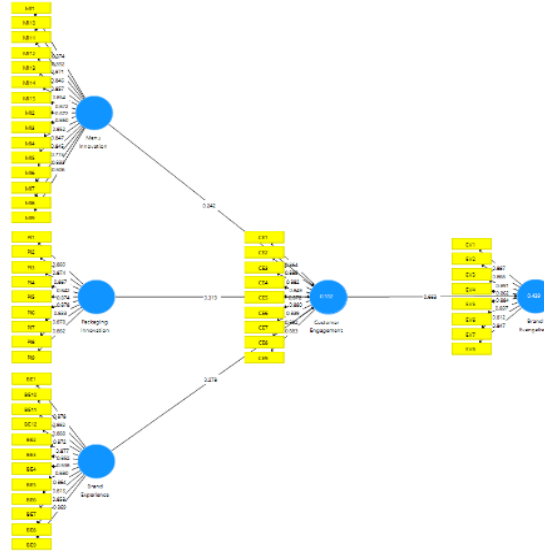


Figure 2 Outer Model Structural Equation Modelling (Algorithm)

Source: The data processing results SmarPLS (2025)

a. Convergent Validity

The ability of indicators to capture the target concept is evaluated using convergent Validity (Solimun et al., 2017). If the factor loading of an indicator is greater than 0.70, it indicates a strong relationship, but a value of 0.50 or higher is considered to meet convergent Validity (Chin & Marcoulides, 1998). The AVE value for each variable must be greater than 0.5 for convergent Validity to be satisfied (Ghozali, 2021).

Table 1 Average Variance Expected (AVE)

Variable	AVE	Critical Value	Model Evaluation
Menu Innovation	0.719	>0,5	Valid
Packaging Innovation	0.753		Valid
Brand Experience	0.748		Valid
Customer Engagement	0.763		Valid
Brand Evangelism	0.755		Valid

Source: The data processing results SmarPLS (2025)

b. Discriminant Validity

Discriminant Validity can be assessed by examining cross-loadings and comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlations between constructs. The square root of the AVE must be greater than the correlations between latent constructs to indicate good discriminant Validity (Hair et al., 2021).

Table 2 Test Results Discriminant Validity (Fornell Larcker Criterion)

Variable	Brand Evangelism	Customer Engagement	Brand Experience	Packaging Innovation	Menu Innovation
Brand Evangelism	0.869				
Customer Engagement	0.685	0.865			
Brand Experience	0.663	0.659	0.873		
Menu Innovation	0.665	0.679	0.643	0.848	
Packaging Innovation	0.679	0.680	0.669	0.666	0.868

Source: The data processing results SmarPLS (2025)

c. Reliability Test

The reliability test is a measurement of how consistently the results of a measurement on the same object can yield the same data (Sugiyono, 2018). Cronbach's alpha is one component of the reliability test used to evaluate the internal consistency of each response given in a measurement.

Table 3 Reliability Test

Variable	Composite Reliability	Critical Value	Cronbach's Alpha	Critical Value	Model Evaluation
Menu Innovation	0.975	>0.7	0.972	>0.6	Reliable
Packaging Innovation	0.965		0.959		Reliable
Brand Experience	0.973		0.969		Reliable
Customer Engagement	0.967		0.961		Reliable
Brand Evangelism	0.961		0.954		Reliable

Source: The data processing results SmarPLS (2025)

Based on Table 3, all five variables have a composite reliability value > 0.7 , indicating high reliability: menu innovation (0.975), packaging innovation (0.965), brand experience (0.973), customer engagement (0.967), and brand evangelism (0.961). All variables also have Cronbach's alpha values > 0.6 , indicating good reliability, with the highest value for menu innovation (0.972) and the lowest for brand evangelism (0.954). Overall, the measurement tools in this study exhibit high reliability.

B) Results of Structural Model Testing (Inner Model)

To perform the analysis of the internal model, the results of bootstrapping are used to examine the t-statistic values for each exogenous latent variable and the coefficient of determination (R^2) for the dependent (endogenous latent) variables. To further understand the relationships between variables in the model, we can refer to the following path diagram:

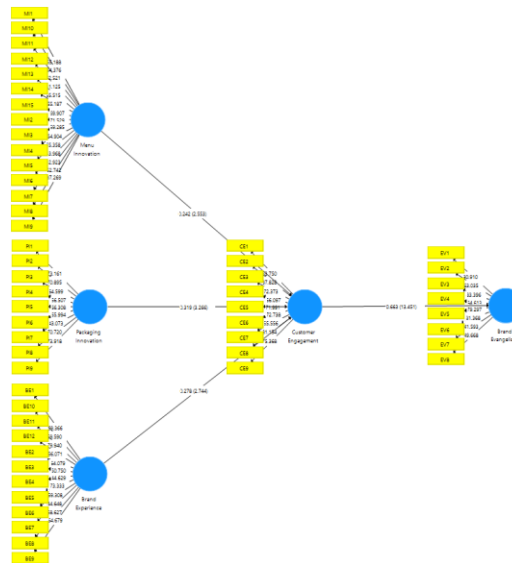


Figure 3 Structural Model Path Diagram (Bootstrapping)

Source: The data processing results SmarPLS (2025)

The path diagram of the internal model above shows the indicators and latent variables. The values on the arrows represent the results of the hypotheses. The largest effect is Customer Engagement on Brand Evangelism (0.663), followed by Packaging Innovation on Customer Engagement (0.319), Brand Experience on Customer Engagement (0.278), and Menu Innovation on Customer Engagement (0.242). All variables in the model have positive path coefficients, indicating that the influence becomes stronger as the path coefficient values increase.

a. R-Square

The coefficient of determination (R^2) measures how much of the variation in the dependent variable is explained by the variation in the independent variables in a statistical model (Ghozali, 2014). The higher the R^2 value, the better the predictive model in the study (Indrawati, 2015).

Tabel 4 R-Square (R²)

Variable	R-Square (R ²)
<i>Brand Evangelism</i>	0.439
<i>Customer Engagement</i>	0.552

Source: The data processing results SmarPLS (2025)

The table shows an R-Square value for Brand Evangelism of 0.439 (43.9%), meaning that Customer Engagement explains 43.9% of the variation, while other variables influence 56.1%. For Customer Engagement, the R-Square value is 0.552 (55.2%), explained by Menu Innovation, Packaging Innovation, and Brand Experience, while other variables influence 44.8%. According to Ghozali (2014), the model is considered moderate, with an R-Square value of 0.439 for Brand Evangelism and 0.552 for Customer Engagement.

b. Predictive Relevance (Q-Square)

Q-Square measures how well the model predicts observations. If the value is less than 0, the model is considered less relevant, while if it is greater than 0, the model has predictive relevance.

Table 5 Q-Square (Q²)

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
<i>Menu innovation</i>	4500.000	4500.000	
<i>Packaging Innovation</i>	2700.000	2700.000	
<i>Brand Experience</i>	3600.000	3600.000	
<i>Customer Engagement</i>	2700.000	1576.482	0.416
<i>Brand Evangelism</i>	2400.000	1615.640	0.327

Source: The data processing results SmarPLS (2025)

The Q-Square values for the variables Customer Engagement (0.416) and Brand Evangelism (0.327) are greater than 0, indicating that the model has predictive relevance.

c. Effect Size (F-Square)

Table 5 shows the F-Square values, which measure the effect of one construct on another in the structural model. F-Square represents the Change in R-Square for the dependent variable when the independent variable is included, with effect sizes classified as small (0.02), medium (0.15), or large (0.35) (Misbahuddin & Hasan, 2022).

Table 5 F-Square

Variable	<i>Customer Engagement</i>	<i>Brand Evangelism</i>	Effect
<i>Menu Innovation</i>	0.060		Low
<i>Packaging Innovation</i>	0.104		Low
<i>Brand Experience</i>	0.077		Low
<i>Customer Engagement</i>		0.783	Low

Source: The data processing results SmarPLS (2025)

Based on the table above, the effects of Menu Innovation, Packaging Innovation, and Brand Experience on Customer Engagement are 0.060, 0.104, and 0.077, respectively, all of which have a small effect. Meanwhile, the effect of Customer Engagement on Brand Evangelism is 0.783, indicating a strong effect.

d. Hypothesis Testing

The hypotheses proposed in this study are tested using SmartPLS software and the bootstrapping method. A hypothesis is considered acceptable if it meets the following criteria: the significance value must be less than 0.05, the t-statistic value must be greater than 1.96 for a two-tailed test, and the beta coefficient must be positive. The results of the hypothesis testing in this study are displayed in the following table.

Table 6 Hypothesis Testing

Variable	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistic</i>	<i>P Values</i>	Description
<i>Menu Innovation -> Customer Engagement</i>	0.242	0.248	0.105	2.297	0.022	H1 Accepted (Significant)
<i>Packaging Innovation -> Customer Engagement</i>	0.319	0.319	0.102	3.125	0.002	H2 Accepted (Significant)
<i>Brand Experience -> Customer Engagement</i>	0.278	0.274	0.104	2.661	0.008	H3 Accepted (Significant)

<i>Customer Engagement -> Brand Evangelism</i>	0.663	0.662	0.049	13.450	0.000	H4 Accepted (Significant)
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Source: The data processing results SmarPLS (2025)

1. The Effect of Menu Innovation on Customer Engagement

Hypothesis 1 (H1) tests the effect of menu innovation on customer engagement. The test results show a t-statistic of 2.297 (greater than 1.96) and a p-value of 0.022 (less than 0.05). Thus, H1 is accepted. It means that menu innovation has a significant effect on customer engagement.

2. The Effect of Packaging Innovation on Customer Engagement

Hypothesis 2 (H2) tests the effect of packaging innovation on customer engagement. The test results show a t-statistic of 3.125 (greater than 1.96) and a p-value of 0.002 (less than 0.05). Thus, H2 is accepted. It means that packaging innovation has a significant effect on customer engagement.

3. The Effect of Brand Experience on Customer Engagement

Hypothesis 3 (H3) tests the effect of brand experience on customer engagement. The test results show a t-statistic of 2.661 (greater than 1.96) and a p-value of 0.008 (less than 0.05). Thus, H3 is accepted. It means that brand experience has a significant effect on customer engagement.

4. The Effect of Customer Engagement on Brand Evangelism

Hypothesis 4 (H4) tests the effect of customer engagement on brand evangelism. The test results show a t-statistic of 13.450 (greater than 1.96) and a p-value of 0.000 (less than 0.05); thus, H4 is accepted. It means that customer engagement has a significant effect on brand evangelism.

Table 7 Hypothesis Testing for Mediating Variables

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic	P Values	Description
<i>Menu Innovation -> Customer Engagement -> Brand Evangelism</i>	0.160	0.165	0.073	2.208	0.028	H5 Accepted (Significant)
<i>Packaging Innovation -> Customer Engagement -> Brand Evangelism</i>	0.211	0.211	0.070	3.037	0.003	H6 Accepted (Significant)
<i>Brand Experience -> Customer Engagement -> Brand Evangelism</i>	0.184	0.181	0.071	2.601	0.010	H7 Accepted (Significant)

Source: The data processing results SmarPLS (2025)

5. Customer Engagement Moderates the Effect of Menu Innovation on Customer Engagement

The table above shows the test results examining the role of customer engagement as a moderator between menu innovation and customer engagement. The test results show a t-statistic of 2.208 (greater than 1.96) and a p-value of 0.028 (less than 0.05). Thus, H5 is accepted. This concludes that customer engagement moderates the effect between menu innovation and customer engagement.

6. Customer Engagement Moderates the Effect of Packaging Innovation on Customer Engagement

The table above shows the test results examining the role of customer engagement as a moderator between packaging innovation and customer engagement. The test results show a t-statistic of 3.037 (greater than 1.96) and a p-value of 0.003 (less than 0.05); thus, H6 is accepted. This concludes that customer engagement moderates the effect between packaging innovation and customer engagement.

7. Customer Engagement Moderates the Effect of Brand Experience on Customer Engagement

The table above shows the test results for customer engagement as a moderator between brand experience and customer engagement. The test results show a t-statistic of 2.601 (greater than 1.96) and a p-value of 0.010 (less than 0.05); thus, H7 is accepted. Therefore, it is concluded that customer engagement moderates the effect between brand experience and customer engagement.

C) Discussion

1. The Impact of Menu Innovation on Customer Interaction

Menu innovation is the introduction or Change of new menu items (Mifli et al., 2017). Kim et al. (2019) say that customers are likely to search for information and engage with staff when the new product has characteristics that are perceived to be desirable.

Hypothesis 1 (H1) examines the impact of menu innovation on customer interaction. The results of the test reveal a t-statistic of 2.297 (more than 1.96) and a p-value of 0.022 (less than 0.05), and therefore H1 is accepted. Menu innovation is found to have a significant impact on customer engagement, as established earlier (Omar et al., 2018; Khashan et al., 2023). Product innovation has been proven to make customers loyal and stimulate Engagement (Durriyah & Andarini, 2023).

2. The Impact of Packaging Innovation on Consumer Engagement

Packaging innovation includes modifications to packaging design, material, or purpose (Vernuccio et al., 2010). Innovative packaging commands attention induces curiosity, and increases consumer interaction in the purchase decision (Shukla et al., 2022).

Hypothesis 2 (H2) examines the impact of packaging innovation on customer engagement. The test result is a t-statistic of 3.125 (in excess of 1.96) and a p-value of 0.002 (below 0.05). Therefore, H2 is accepted. It is concluded that packaging innovation has a significant impact on customer engagement, in line with results in prior studies (Magnier & Crié, 2015).

3. The Impact of Brand Experience on Customer Engagement

Brand experience refers to customer responses to a brand through emotional, cognitive, and behavioral aspects (Purohit et al., 2023). Positive experiences with a brand encourage further Engagement in the future (Ahn & Back, 2018).

Hypothesis 3 (H3) is a test for the impact of brand experience on customer engagement. The results indicate a t-statistic of 2.661 (larger than 1.96) and a p-value of 0.008 (smaller than 0.05), and therefore H3 is accepted. Brand experience has a significant impact on customer engagement, as established by prior researchers (Ahn & Back, 2018; Iman & Kurniawati, 2023).

4. The Impact of Customer Engagement on Brand Evangelism

Brand evangelism is the action in which consumers attempt to persuade others to utilize their preferred brand (Mansoor & Paul, 2022). Strong customer engagement fuels this action, with engaged customers becoming brand advocates (Ballester et al., 2022).

Hypothesis 4 (H4) examines the impact of customer engagement on brand evangelism. Results of the test reveal a t-statistic of 13.450 (larger than 1.96) and a p-value of 0.000 (smaller than 0.05), so H4 is accepted. It is concluded that brand evangelism is significantly influenced by customer engagement.

5. Customer Engagement Mediates the Impact of Menu Innovation on Brand Evangelism

Hypothesis 5 (H5) checks if customer engagement mediates the relationship between menu innovation and brand evangelism. The test indicates that the t-statistic is 2.208 (more than 1.96) and the p-value is 0.028 (less than 0.05), and therefore H5 holds. Customer engagement is concluded to significantly mediate the relationship between menu innovation and brand evangelism. This conclusion is in congruence with Khashan et al. (2023), where it was stated that menu innovation positively influences brand evangelism by involving customers. Not only does restaurant innovation push customer involvement, but it also increases their inclination toward becoming brand evangelists.

6. Customer Engagement Mediates the Effect of Packaging Innovation on Brand Evangelism

Hypothesis 6 (H6) examines if customer engagement acts as a mediator for the impact of packaging innovation on brand evangelism. The test findings indicate a t-statistic value of 3.037 (higher than 1.96) and a p-value of 0.003 (lower than 0.05). Hence, H6 is accepted. Customer engagement is found to significantly mediate the influence of packaging innovation on brand evangelism. This is consistent with Becerra & Badrinarayanan (2013), who asserted that increased customer involvement enhances the power of innovation over brand evangelism, with committed customers more apt to recommend innovative restaurants. Customer involvement catalyzes the link between innovation and brand evangelism.

7. Customer Engagement Mediates the Effect of Brand Experience on Brand Evangelism

Hypothesis 7 (H7) is a test to see if customer engagement mediates the influence of brand experience on brand evangelism. The results of the test are a t-statistic of 2.601 (more than 1.96) and a p-value of 0.010 (less than 0.05), and hence H7 is accepted. It is inferred that customer engagement significantly mediates the influence of brand experience on brand evangelism. This is in line with the findings of Khashan et al. (2023), which indicate that outstanding experiences have a positive effect on both customer engagement and brand evangelism.

IV. CONCLUSION & SUGGESTIONS

Conclusion

Based on the research conducted with 300 respondents, the following are the main conclusions regarding the effect of menu innovation, packaging innovation, and brand experience on brand evangelism through customer engagement at Starbucks Bandung:

- Menu Innovation: Overall, menu innovation falls into the "good" category (71.3%). However, the item "I find it difficult to understand the variety of Starbucks' menu" received the lowest percentage (69.4%).
- Packaging Innovation: Packaging innovation is also in the "good" category (71.5%). However, the item "Starbucks packaging is easy to use and supports convenient transportation" received the lowest percentage (68.93%).
- Brand Experience: Brand experience is categorized as "good" (72%). Nevertheless, the item "I actively enjoy Starbucks food and beverages on various occasions" had the lowest percentage (70.53%).
- Customer Engagement: Overall, customer engagement is in the "good" category (71.96%). The item "When visiting Starbucks, I feel focused on my experience there" received the lowest response (67.6%). Similarly, the item "I recommend others not to buy coffee from other brands" also received a low response (68%).

These findings highlight the importance of continuously enhancing menu variety, packaging functionality, and customer experience to increase Engagement and foster brand evangelism at Starbucks Bandung.

Suggestions

This study expands the examination of Starbucks customer behavior, particularly regarding customer engagement and brand evangelism. This theme is still new and evolving, providing opportunities for further exploration. The developed model, which examines the effects of menu innovation, packaging innovation, and brand experience on brand evangelism through customer engagement as a mediator, can serve as a foundation for the development of a more comprehensive theoretical model.

The principal contribution of this research is to emphasize the role of customer interaction in bridging menu innovation, packaging innovation, and brand experience to brand evangelism. This research identifies opportunities for future research, including the moderating factors in this relationship, like brand trust or affective bond. The results indicate areas for development, including customer awareness of the menu range and ease of use with packaging. Future research might further investigate certain factors that affect customer engagement, for instance, adopting a consumer psychology perspective or investigating the contribution of digital technology. Methodologically, the research is based on a quantitative methodology. Future research might use a qualitative or mixed-methods approach to learn more about customer drivers and experiences. The model can be further tested in different industry settings and cultures to learn more universal relationship patterns.

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