

Emotional Branding and Consumer Well-Being in Experiential Culinary Retail

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Abstract

Research Originality: This study contributes to the Stimulus-Organism-Response (S-O-R) literature by proposing and testing an integrated model that examines how overall brand equity and customer delight translate brand love and experiential brand engagement into consumer psychological well-being.

Research Objectives: This study investigates the effects of brand love and experiential brand engagement on overall brand equity, customer delight, and consumer psychological well-being.

Research Method: A quantitative survey was conducted with 125 consumers of Indonesian local culinary brands. The proposed model was analyzed using structural equation modeling (SEM).

Empirical Results: Brand love and experiential brand engagement significantly enhance overall brand equity and customer delight. Customer delight emerged as the strongest predictor of psychological well-being, whereas brand love and experiential brand engagement did not directly and significantly affect psychological well-being. These findings indicate that positive and memorable consumption experiences contribute more strongly to consumer well-being than emotional attachment alone.

Implications: Managers should prioritize delight-generating experiences through engaging interactions, memorable service encounters, and experiential value creation to strengthen both consumer psychological well-being and brand equity.

Keywords:

brand love, brand engagement, customer delight, psychological well-being, S-O-R Framework.

How to Cite:

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INTRODUCTION

In recent years, Indonesia's local culinary retail industry has changed significantly due to changing lifestyles, consumption patterns, and consumer expectations. Consumers are no longer focused only on functional attributes such as taste, price, and product quality. They increasingly seek meaningful, memorable, and socially engaging experiences (Weingarten & Goodman, 2020). This shift has increased competition among local culinary brands, encouraging them to differentiate themselves through emotional and experiential value (Aarabe et al., 2026). The growing preference for experience-oriented consumption, particularly among millennials and Generation Z, shows that emotional factors are becoming increasingly important in purchasing decisions and long-term consumer relationships.

In response to these changes, emotional branding has become an important strategy in the culinary retail industry. It helps brands build stronger psychological connections with consumers through emotional experiences, symbolic meanings, and identity-related consumption (Taufikkur & Marsasi, 2023). In local culinary retail, emotional branding can be expressed through cultural storytelling, local authenticity, communal dining, and emotionally engaging brand communication. Sensory and experiential branding are also important because consumers evaluate culinary experiences through atmosphere, authenticity, sensory stimulation, social interaction, aroma, sound, and visual presentation (Al-kilani & Hedhli, 2021; Spence et al., 2021). Previous research shows that aroma, taste, ambiance, visual presentation, and service interaction can improve consumer satisfaction, emotional attachment, and brand preference when they match consumers' self-concept and identity (Bagaskara & Marsasi, 2023).

The importance of emotional and experiential branding can be explained through the Stimulus-Organism-Response (S-O-R) theory, which describes how environmental stimuli influence consumers' emotional and behavioral responses. In culinary retail, emotional and sensory experiences can create stronger attachment, positive brand evaluations, and brand engagement through immersive experiences (Park et al., 2026). Positive experiences can also strengthen consumer-brand relationships, encourage repeat purchases, and generate positive word-of-mouth (Tang et al., 2023). Experiential marketing research shows that consumers increasingly value sensory, emotional, cognitive, and social experiences rather than functional product attributes alone (Yuanita & Marsasi, 2022). Attiq et al. (2022) found that emotionally stimulating brand experiences create positive emotions and social identity, which encourage participation and deeper engagement. Marsasi et al. (2024), based on self-expansion theory, further explained that consumers develop stronger psychological attachment when consumption experiences support identity alignment and self-concept enhancement. Thus, emotional engagement and experiential interaction are increasingly important in creating meaningful consumption experiences in the culinary retail sector.

Recent research confirms that emotional and experiential consumption can influence both relational and psychological outcomes. Meaningful engagement, authenticity, and emotionally positive interactions can strengthen consumer-brand relationships, brand

equity, and customer well-being in retail and hospitality contexts (Attiq et al., 2022; Kulikovskaja et al., 2023; Sohaib et al., 2023; Chua et al., 2024; Huang & Yan, 2024). These findings support the view that emotional branding can connect consumption experiences with positive consumer outcomes.

Indonesia's local culinary retail industry provides an important context for studying these relationships because of its rapid growth and contribution to domestic consumption. Indonesia's foodservice market has reportedly reached approximately USD 26.5 billion, with local brands such as HokBen, Mie Gacoan, Richeese Factory, and Es Teler 77 contributing to market growth and consumer engagement. The national culinary market has also reportedly reached approximately IDR 1.247 trillion, with annual growth of around 14%, driven partly by consumers' increasing preference for experience-oriented consumption. Millennials and Generation Z increasingly consume local culinary products and use food delivery platforms in their daily lives, highlighting the growing importance of digital interaction and consumer engagement (Hollebeek & Macky, 2023). Seyfi et al. (2024) found that Generation Z is strongly influenced by digital interaction, social motivation, and experiential value when choosing foodservice and hospitality offerings. Marsasi and Barqiah (2023) further found that Generation Z tends to prioritize service quality, trust, and identity congruence, while millennials place greater importance on balancing functional and emotional values. These developments indicate that consumers increasingly evaluate culinary brands based not only on functional quality but also on emotional fulfillment, experiential comfort, and psychological satisfaction.

Despite these opportunities, emotional and experiential branding does not always produce positive psychological outcomes (Das & Varshneya, 2017). Previous studies have reported inconsistent findings. Some show that brand love strengthens brand equity and emotional attachment (Sohaib et al., 2023), while others find insignificant relationships (Guzmán Valle et al., 2024). Similar differences appear in research on customer delight and psychological well-being. Some studies show that customer delight improves psychological well-being (Truc et al., 2024), whereas others find that its effect is not consistent (Tu et al., 2024). Inconsistencies also exist in the relationships among emotional attachment, customer delight, and psychological well-being (Rodrigues, 2024; Panduro-Ramirez et al., 2024). These differences indicate that the mechanisms linking emotional branding, experiential engagement, and psychological well-being remain insufficiently understood and may differ across industries and consumption contexts.

This research gap is particularly relevant in Indonesia's local culinary retail industry, where consumption is closely related to emotional fulfillment, cultural identity, and social interaction. Most previous studies focus on behavioral outcomes such as satisfaction, loyalty, and purchase intention, while giving less attention to psychological well-being. Existing research also tends to examine emotional branding, brand attachment, experiential engagement, customer delight, and psychological outcomes separately rather than within one integrated framework. Furthermore, many studies have been conducted in hospitality, robotic cafés, and technology-based environments that emphasize digital interaction rather than authentic and culturally embedded culinary experiences (Kim & Park, 2021;

Uludag et al., 2024). Research integrating emotional attachment, brand love, experiential engagement, customer delight, and psychological well-being remains limited (Chua et al., 2024; Wang et al., 2024; Manhas et al., 2024). Therefore, the emotional dynamics of local culinary experiences, social interaction, and meaningful consumption remain underexplored, particularly among millennials and Generation Z.

These gaps highlight the need to examine how emotional branding and experiential engagement influence psychological well-being in Indonesia's local culinary retail industry. Few studies have integrated brand love, experiential brand engagement, overall brand equity, customer delight, and customer psychological well-being within a single S-O-R framework. This study addresses this gap by extending the S-O-R framework and positioning psychological well-being as the ultimate consumer outcome. The proposed model integrates brand love, experiential brand engagement, overall brand equity, and customer delight. It also provides contextual insights into Indonesia's local culinary retail industry, particularly among millennials and Generation Z, whose consumption is increasingly influenced by emotional, experiential, and social motivations. Accordingly, this study examines the effects of brand love and experiential brand engagement on overall brand equity, customer delight, and customer psychological well-being.

This study makes three main contributions. First, it extends S-O-R theory by including customer psychological well-being as the ultimate consumer outcome beyond traditional behavioral responses. Second, it develops an integrated experiential emotional branding model that examines brand love, experiential brand engagement, overall brand equity, customer delight, and psychological well-being together. Third, it contributes to the literature by focusing on Indonesia's local culinary retail industry, particularly millennials and Generation Z, whose consumption is increasingly emotional, experiential, and socially embedded. Therefore, this study examines how brand love and experiential brand engagement influence overall brand equity, customer delight, and customer psychological well-being in Indonesia's local culinary retail sector.

METHODS

This research used a quantitative cross-sectional design to examine correlations among brand love, experiential brand engagement, overall brand equity, customer delight, and customer psychological well-being in Indonesia's local culinary retail industry. The conceptual framework was developed based on S-O-R theory, in which brand love and experiential brand engagement functioned as stimuli, customer delight represented the organism, and customer psychological well-being served as the response. A quantitative approach was considered appropriate for empirically testing the causal relationships among multiple latent constructs simultaneously. Panel regression analysis was not employed because the data were collected cross-sectionally from different respondents at a single point in time rather than longitudinally across multiple periods. Accordingly, structural equation modeling (SEM) was considered more suitable for examining simultaneous causal relationships among latent variables within the proposed conceptual framework.

The population comprised consumers who had previously purchased products from local culinary retail brands in Indonesia, including Mie Gacoan, HokBen, Richeese Factory, and Es Teler 77. Because the total number of consumers could not be accurately identified, the population was treated as infinite. A non-probability purposive sampling technique was employed to ensure that respondents had relevant consumption experience and familiarity with local culinary brands. Respondents were required to meet three criteria: (1) be at least 18 years old, (2) have purchased and consumed products from at least one selected local culinary retail brand (Mie Gacoan, HokBen, Richeese Factory, or Es Teler 77), and (3) have made such purchases within the previous six months.

Table 1. Demographic Information of the Respondents

No.	Demographic	Category	N	Percentage
1.	Gender	Male	73	58
		Female	52	42
2.	Age	18-22	28	22
		23-27	27	22
		28-32	24	19
		33-37	27	22
		>38	19	15
3.	Education	High School or Equivalent	48	38
		Diploma (D1-D3)	12	10
		Bachelor's Degree	61	49
		Master's Degree	8	3
4.	Occupation	Student	51	41
		Private Employee	37	20
		Self-Employed	23	18
		Civil Servant	9	7
		State-Owned Enterprise Employee	4	3
5.	Residence	Jakarta	37	30
		Tangerang	21	17
		Bandung	19	15
		Medan	19	15
		Surabaya	18	14
		Malang	11	9
6.	Monthly Income (IDR)	Less than IDR 200,000	31	25
		IDR 200,001–1,200,00	15	12
		IDR 1,200,001–3,600,00	48	38
		IDR 3,600,001–6,000,00	31	25
		More than IDR 6,000,000		
7.	Local Food Brands	Mie Gacoan	81	65
		HokBen	21	17
		Richeese Factory	17	14
		Es Teler 77	6	4
8.	Visit Frequency	Less than 2 times per month	70	56
		2 or more times per month	55	44

We excluded consumers without prior purchase experience to ensure response relevance and construct validity. We collected data between January and March 2026

through structured questionnaires distributed online and offline in several major Indonesian cities, including Jakarta, Tangerang, Bandung, Surabaya, Malang, and Medan. These cities were selected because they represent urban areas with high levels of culinary retail consumption and substantial market activity. Table 1 summarizes the resulting sample profile and respondents' demographic characteristics.

Table 2. Measurement

Construct	Items & Standardized Loading (λ)	Indicator
Brand Love (BL) (Shen et al., 2021; Kiatkawsin & Sutherland, 2020; Alshreef et al., 2023).	1. BL2 = (.679) 2. BL3 = (.849) 3. BL4 = (.715) 4. BL6 = (.549)	I feel aligned with this culinary brand because it consistently innovates by creating new menu items. I occasionally criticize this culinary brand for inconsistent portion sizes. I feel compatible with this culinary brand because of its distinctive aroma and taste. I like this culinary brand because of its consistent, fast service.
Brand Engagement (BE) (Kulikovskaja et al., 2023; Yu, 2022; Tsou et al., 2022).	1. BE1 = (.581) 2. BE4 = (.565) 3. BE5 = (.641) 4. BE7 = (.711)	I frequently follow this culinary brand's official media channels (website, Instagram, etc.) because there are many positive comments about it. I am willing to respond to misunderstandings about this culinary brand, as it is often perceived as not fully aligned with Indonesian local tastes. I feel satisfied with this culinary brand because it frequently offers promotional incentives to consumers. I feel safe with this culinary brand because its products are free from excessive preservatives.
Brand Equity (BQ) (Abdul et al., 2022; Guzmán Valle et al., 2024).	1. BQ1 = (.816) 2. BQ2 = (.808) 3. BQ6 = (.773) 4. BQ7 = (.815)	I choose this culinary brand because it offers more variety and consistently pays attention to product ingredient safety. I choose this culinary brand because its taste experience is consistently satisfying. I prefer this culinary brand because it feels more authentic. I can easily distinguish this culinary brand because of its distinctive taste and use of local ingredients.
Customer Delight (CD) (Rivera et al., 2019; Jeon et al., 2020).	1. CD2 = (.586) 2. CD4 = (.714) 3. CD5 = (.655)	I am happy with this culinary brand because I can try its featured menu items. I receive excellent service from this culinary brand because responses are fast and personalized. I feel this culinary brand is more reliable because it handles customer complaints professionally.
Customer Psychological Well-Being (CPWB) (Yang et al., 2024; Huang & Yan, 2024).	1. CPWB3 = (.578) 2. CPWB4 = (.703) 3. CPWB5 = (.665) 4. CPWB7 = (.700)	I enjoy visiting this culinary place to gather with friends and colleagues. I find this culinary brand's services very useful. I am confident in my ability to use the digital services provided by this culinary brand. This brand's products and facilities directly contributed to my achievements.

Table 1 shows that male respondents accounted for 58% of the sample, while female respondents represented 42%. Most respondents were between 18 and 37 years old, indicating the sample was predominantly young adult consumers. In terms of educational attainment, bachelor's degree holders constituted the largest group (49%), followed by respondents with a high school education or equivalent (38%). Regarding occupation, students represented the largest segment (41%), followed by private employees (30%).

Mie Gacoan emerged as the most frequently consumed local culinary brand (65%), and more than half of respondents reported visiting local culinary retail outlets less than twice a month (56%). Overall, these characteristics indicate that the sample adequately represents active consumers within Indonesia's local culinary retail industry.

Following confirmatory factor analysis (CFA), 19 measurement items were retained as valid and reliable indicators for subsequent analysis. Following Hair et al. (2019), the minimum sample size for SEM ranges from five to ten times the number of valid indicators, resulting in a recommended sample size of 95 to 190 respondents. The study collected 125 valid responses, which were considered adequate for SEM estimation because the sample exceeded the minimum recommended threshold. Although larger samples are generally recommended in covariance-based SEM, previous methodological studies suggest that SEM remains acceptable with sample sizes between 100 and 150 when model complexity is moderate, indicator loadings are adequate, and the constructs demonstrate satisfactory validity and reliability. Furthermore, the proposed structural model involved a limited number of latent constructs and structural paths, thereby allowing stable parameter estimation despite the relatively modest sample size.

Data were collected using a structured questionnaire adapted from previously validated studies. All measurement items were assessed using a five-point Likert scale with scores ranging from 1 ("strongly disagree") to 5 ("strongly agree") (Sekaran & Bougie, 2020). This study measured brand love, experiential brand engagement, overall brand equity, customer delight, and customer psychological well-being. The survey data were analyzed using IBM SPSS 26 and AMOS 24 Graphics software through structural equation modeling (SEM). The analysis was conducted in two stages: evaluating the measurement model and assessing the structural model. Convergent validity was evaluated using average variance extracted ($AVE > 0.50$) and composite reliability ($CR > 0.70$), while discriminant validity was assessed to confirm construct distinctiveness among variables. We then tested hypotheses by examining standardized path coefficients and significance values at $p < 0.05$. We also evaluated goodness-of-fit indices, including Chi-square, Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Goodness-of-Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA), to assess the overall suitability of the proposed structural model.

Table 2 presents the measurement items employed in this study. Following confirmatory factor analysis (CFA), 19 indicators were retained to represent the five latent constructs: brand love, experiential brand engagement, overall brand equity, customer delight, and customer psychological well-being. The measurement items were adapted from previously validated scales and refined to reflect the context of Indonesia's local culinary retail industry.

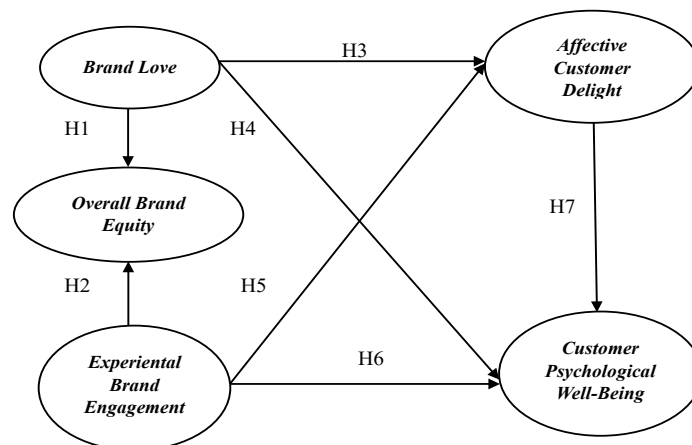
Table 3 summarizes the reliability assessment results for all study constructs. The findings indicate that Cronbach's alpha values ranged from 0.707 to 0.861, while composite reliability values ranged from 0.690 to 0.879, indicating acceptable internal consistency. Although several average variance extracted (AVE) values were slightly below the recommended threshold, the constructs remained acceptable for subsequent structural equation modeling analysis due to satisfactory reliability and indicator performance.

Table 3. Reliability and Validity

Variable	AVE	Alpha	Composite Reliability
Brand Love	0.499	0.720	0.795
Brand Engagement	0.393	0.710	0.720
Brand Equity	0.645	0.861	0.879
Customer Delight	0.427	0.750	0,690
Customer Psychological Well-Being	0.440	0.707	0.758

Figure 1 illustrates the proposed model framework developed based on the Stimulus-Organism-Response (S-O-R) theory. The framework specifies the hypothesized relationships among brand love, experiential brand engagement, overall brand equity, customer delight, and customer psychological well-being. The model examines how emotional branding and experiential engagement contribute to both brand-related outcomes and broader psychological outcomes within Indonesia's local culinary retail industry.

Figure 1. Model framework



RESULTS AND DISCUSSION

The empirical results show that emotional and experiential factors strongly influence consumer-based brand outcomes in Indonesia's culinary retail industry. Brand love and brand engagement significantly strengthen brand equity and customer delight, but their direct effects on psychological well-being are limited. In contrast, customer delight plays an important role in improving psychological well-being. These findings suggest that consumer value in culinary retail is shaped more by emotional and experiential processes than by functional evaluation alone, supporting the S-O-R framework in explaining consumer behavior.

The results also show a strong and significant positive relationship between brand love and brand equity. This means that emotional attachment to culinary brands increases perceived value, brand associations, and customer loyalty. From the S-O-R perspective, sensory-rich consumption experiences stimulate emotional attachment, which then strengthens consumers'

evaluations of the brand. Na et al. (2023) found that emotionally satisfying experiences strengthen affective bonds and consumer-based brand equity through loyalty. Ko (2024) reported that emotional closeness increases advocacy and perceived quality, while Souza et al. (2024) showed that brand love can strengthen brand equity beyond functional attributes. In Indonesia, brands such as HokBen, Mie Gacoan, Richeese Factory, and Es Teler 77 create experiences where taste, service, and ambiance build emotional attachment. Thus, brand equity depends not only on product quality but also on accumulated emotional experiences.

Table 4. Hypothesis Testing

Hypothesis	Path	Std. Estimation	CR	Std. Reg Weight	P	Results
H1	Brand Love → Brand Equity	0.758	6.225	0.780	***	Supported
H2	Brand Engagement → Brand Equity	0.478	3.567	0.474	***	Supported
H3	Brand Love → Customer Delight	0.553	5.042	0.774	***	Supported
H4	Brand Love → Customer Psychological Well-Being	-0.539	-1.553	-1.044	0.120	Not Supported
H5	Brand Engagement → Customer Delight	0.404	3.482	0.545	***	Supported
H6	Brand Engagement → Customer Psychological Well-Being	-0.454	-0.454	-0.219	0.650	Not supported.
H7	Customer Delight → Customer Psychological Well-Being	1.820	2.083	1.841	0.037	Supported

The results show that brand engagement positively affects brand equity. This means that consumers who actively engage with a brand through cognitive, emotional, and behavioral activities tend to evaluate the brand more positively. Unlike passive exposure, active engagement in digital culinary ecosystems lets consumers interpret information and co-create brand meaning, strengthening perceived quality and brand associations. This finding is consistent with Lin et al. (2023), who argue that digital engagement increases information processing and strengthens brand perception. Qi et al. (2024) show that integrated digital marketing communication increases engagement and improves brand image and loyalty. Pereira et al. (2024) also find that engagement based on value congruence strengthens brand credibility and emotional relevance. Similarly, Laradi et al. (2023) demonstrate that customer brand engagement enhances consumer-based brand equity through stronger cognitive processing, emotional attachment, and active participation in social media. Overall, engagement creates a reinforcing process in the S-O-R framework, in which repeated interaction strengthens cognitive and emotional responses and, ultimately, brand equity.

The relationship between brand love and customer delight is positive and significant. This indicates that strong emotional attachment to a brand can increase consumers' positive

emotional responses during consumption. Consumers who love a brand are more likely to experience delight when their expectations are exceeded. Rivera et al. (2019) support this finding by showing that emotionally satisfying service encounters can develop into stronger affective states such as delight. Selmi et al. (2025) further suggest that service quality and experiential surprise intensify emotional responses and strengthen delight. Nawaz et al. (2020) confirm that brand love generates stronger emotional reactions than satisfaction alone. In hospitality settings, delight occurs when service experiences exceed expectations through authenticity, employee responsiveness, and sensory cues (Jiang, 2019). In culinary retail, sensory elements such as taste, aroma, and service interaction can further strengthen the emotional transition from brand love to delight.

In contrast, brand love has a negative and statistically insignificant relationship with customer psychological well-being. This suggests that emotional attachment to a brand alone does not necessarily create lasting psychological benefits. Alshreef et al. (2023) argue that hedonic emotional relationships may not produce sustained psychological outcomes. Huang (2026) further explains that habitual consumption may weaken the relationship between emotional attachment and well-being when consumption lacks personal meaning. Ng (2025) emphasizes that psychological well-being depends strongly on self-enhancement and meaningful consumption experiences. The present findings also suggest that brand love is mainly influenced by relational and experiential dimensions, such as peace of mind, moment of truth, and outcome focus, rather than functional service quality (Mohd et al., 2026). Therefore, brand love in culinary retail appears to operate mainly at a hedonic level, providing short-term emotional gratification rather than deeper psychological fulfillment.

The findings also show a significant positive relationship between brand engagement and customer delight. Active consumer participation can therefore enhance positive emotional experiences. Phan et al. (2025) demonstrate that immersive technologies, such as augmented reality, increase emotional stimulation and experiential enjoyment. Elshaer et al. (2025) similarly show that personalized digital engagement strengthens emotional satisfaction, while Shava (2024) argues that engagement can support emotional well-being through more intense interaction. However, excessive digital engagement in culinary retail may raise consumer expectations beyond actual service performance, which could reduce consistency in delight experiences.

The relationship between brand engagement and psychological well-being is negative and insignificant. This indicates that behavioral participation alone is not enough to improve psychological well-being. Singh et al. (2025) argue that engagement without adequate resource integration may not produce meaningful well-being outcomes. Salilul et al. (2020) emphasize that transactional engagement lacks the emotional depth needed to improve psychological outcomes. Zhao and Tsubaki (2025) further explain that perceived emotional value is important in transforming engagement into well-being. At the same time, Mahmudur et al. (2025) show that customer engagement in omnichannel and digital service environments can improve emotional outcomes, including customer delight, through deeper

experiences and better-quality interactions. Thus, engagement needs to be accompanied by meaningful emotional transformation to contribute to psychological well-being.

Finally, the results show a significant positive relationship between customer delight and psychological well-being. This means that strong positive emotional experiences can directly contribute to psychological well-being. Transformative service research (TSR) explains that well-being can result from service experiences that create meaningful value and sustained emotional and cognitive benefits (Hasni et al., 2026). Similarly, Jeon et al. (2020) show that emotionally rich experiences improve happiness and psychological stability. Uslu and Tosun (2024) find that co-creation experiences strengthen emotional well-being, while Barnes et al. (2020) emphasize that delight can increase emotional security and perceived life satisfaction. In culinary retail, customer delight therefore bridges consumption experiences and psychological fulfillment.

Overall, the findings indicate that emotional intensity is a key mechanism in culinary retail consumer behavior. Brand love and brand engagement mainly contribute to brand equity and customer delight, while psychological well-being develops through deeper emotional transformation, particularly through customer delight. These findings support the S-O-R framework, in which stimuli such as brand experience and engagement influence organismic states such as emotional attachment and delight, which then shape behavioral and psychological outcomes.

CONCLUSION

This study examined how brand love and experiential brand engagement influence brand equity, customer delight, and psychological well-being in Indonesia's local culinary retail industry. The results show that both brand love and engagement significantly increase brand equity and customer delight, but neither has a direct effect on psychological well-being. Instead, customer delight is the main pathway to well-being, showing that emotional attachment and engagement improve consumer well-being through positive and rewarding consumption experiences.

The findings suggest that culinary retailers should focus on creating customer delight through consistent, immersive, and high-quality experiences rather than relying only on emotional branding. Managers should improve service quality, sensory experiences, cultural authenticity, menu innovation, and customer interactions across offline and digital channels. At the industry level, firms should develop consumer-centered experiential ecosystems through service innovation, personalized interactions, authentic local experiences, and seamless integration of digital and physical touchpoints. These strategies can strengthen emotional value, brand equity, customer delight, and long-term consumer well-being.

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