

The New Retail Business Model and Customer Experience: A Case Study on a Coffee Shop Retail

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Keywords: New Retail, Customer Experience, Online-offline channel.

Abstract: Business model innovation is becoming substantial to survive in a dynamic environment. However, the innovation can not stand alone. Customer behaviour is one of the variables that a company should consider when creates a business model innovation. A new business model called new retail (NRBM) is invented to adapt to the digital transformation. The study aims to measures the new retail business model factors: customer, Convenience, cost, communication, and context or distribution channels that could affect consumer experience: sensory experience, emotional experience, and social experience. The quantitative approach: The structural Equation Model (SEM) and the Smart PLS application are used to obtain the data and measure the impact of the independent variable on the dependent variable. The population in this study is Starbucks consumers who have used all online-offline channels and are domiciled in Bandung. Based on data analysis, NRBM and customer experience variables are in the excellent category. It can be proven that NRBM has a positive impact on customer experience when shopping at a coffee shop. Future research can expand the area, involve other retail sectors, and add additional variables that could contribute different results, such as environmental factors and other consumer behaviour variables.

1 INTRODUCTION

The traditional retail industry is one of the industries most affected by the growth of e-commerce. It changes customer behaviour from conventional transactions to online shopping (Laudon & Traver, 2016). The development of e-commerce in Indonesia, which is projected to reach 75.3% of the total population of the selected market in 2023 (Katadata, 2019), impacts decreasing the use of conventional mall space. For example, in Jakarta, the decline reached 10% to 20% in 2018 (Ekarina, 2018). There are some benefits of online shopping causing a decrease in traditional shopping; a wider variety of products, ease of making product comparisons, lower prices than in stores or physical malls, and regular shopping easiness(Helm et al., 2020). Technological developments, starting from industry 1.0 to industry 4.0, where Information and Communication Technology (ICT) is the key in e-commerce innovation and growth, are among the main factors causing significant changes in human life, including buying and selling transactions (Amiri & Woodside, 2017).

Based on the trends, the retail business needs to change the concept to survive by changing the business model. Several new concepts have been successfully applied in some countries such as Thailand, combining retail stores with tourists or Singapore; opening a retail store between offices and settlements (Ekarina, 2018). The same thing is also crucial for the coffee shop retail industry, one of which is Starbucks, the largest retail coffee shop globally. Starbucks itself has been able to predict this. Therefore in 2019, it has started the concept of a new business model that will support its business growth. This business model is called “new retail.” This retail coffee shop has more than 3000 outlets worldwide and is experimenting with different types of stores, whether it’s a physical store with a new concept such as the Starbucks Roasteries Premium outlet and other smaller outlets. In addition, there is also application development and the improvement of payment methods that have existed since 2011. Starbucks continues to improve the appearance of its digital store to provide a better experience for consumers (Bhattacharyya, 2019).

Starbucks merchants are also available in online motorcycle taxi service providers in Indonesia, both GoFood and GrabFood. Due to the dynamic environment, the company must be able to innovate. For the retail industry, especially coffee shops, this is crucial because the changes in this industry are speedy (Ferreira & Ferreira, 2018). The “new retail” business model itself is defined as a business model that aims to combine online and offline shopping channels to reduce the weaknesses in both distribution channels and improve the consumer experience in shopping (Starbucks, 2018). New retail is a consumer-oriented pattern and pays more attention to consumers by reconstructing the relationship between customers, goods, and marketing contexts and focusing on four primary indicators: Customer, Convenience, Cost, and Communication plus Context or distribution channels, types of goods, and technology support (Zhang et al., 2018). Meanwhile, indicators on customer experience consist of sensory experience, emotional experience, and social experience (Nasermoadeli et al., 2013).

Furthermore, The study will examine the key variables imperative for the success of innovative business models, specifically, the impact of the new retail business model and e-commerce ecosystem on customer experience with the case study Starbucks Coffee Outlets in Bandung. The research findings will broaden the understanding of new retail business models and customer experience.

1.1 Significances of the Study

The study of the new retail business model is still rarely found in Indonesia. This research initial the study of the new retail business model in Indonesia, especially in Bandung. This research is expected to contribute to the innovation and utilisation of information and communication technology, where integrated online-offline has become necessary to survive and adapt to digital transformation nationally and globally. Furthermore, it could support enterprises to formulate the best strategies and business models related to digital transformation and online-offline channels to maintain customer satisfaction, which can also indirectly affect economic growth in Indonesia.

2 LITERATURE REVIEW

2.1 The New Retail Business Model (NRBM)

Business model issues have been widely associated with the environment. Safar et al. (2018) examine enterprises applying business models suitable to the Industry 4.0 environment and should be designed and executed in a specific dynamic environment (Osterwalder et al., 2011). The former research finds how the environment affects an enterprise’s business model. Thus, it has not been discovered how business models impact customer experience. Clauss et al. (2019) find an association between business model innovation and customer satisfaction. Yet, it does not examine customer experience in the study.

Technology acts as a determinant, stimulating the e-commerce emergence, business model innovation, and industry ecosystem (Maria & Widayati, 2020; Safar et al., 2020). Technology development is changing business and shifting traditional commerce into e-commerce (Bhat et al., 2016; Laudon & Traver, 2016). Alibaba has implemented a business model innovation named a new retail business model (NRBM) in response to those issues. New retail is a concept first proposed by Jack Ma, founder of Alibaba Group, in 2016; it is an innovative business model that combines online and offline (O2O) shopping experiences (Alibaba Group, 2018), which will help retail stores adapt to the digital era. However, another opinion states that the new retail concept is not 100% unique because the British Department Store has already implemented omnichannel innovation. Nike has also opened a flagship store, using data-driven hybrid digital/physical technology and connected to the Nike App to improve customer satisfaction (Bird, 2018). Although it is not 100% new, the widespread and concurrent use of the concept in the Alibaba Group is an essential part of the return to traditional retail business with the support of digitalisation. This opinion aligns with Zhang, Liang, and Yin (2018), which states that “new retail” requires technological assistance. Although a theoretical definition of “new retail” does not yet exist, it can be defined as “Modes of retail that is centred on consumers by relying on advanced technology; Big Data and Artificial Intelligence to improve production, circulation and sales processes in the retail ecosystem.” Zhang, Liang, and Yin also state that there are four main components in the new retail business model, which includes the 4Cs theory: Customer, Cost, Convenience, and Communication plus Context

(distribution channels), types of goods, where New retail is a pattern that is more consumer-oriented and pays attention to and reconstructs the relationship between customers, interests, and the marketing context.

2.1.1 Customer

Customer is the core of marketing. The company must understand and be able to create value that suits the customers' needs. The needs recognition is highly dependent on Big Data and AI technologies, helping identify consumer needs based on experiences from various physical and digital interaction channels. It makes marketing strategies more specific and personalised because they are tailored to the character and customers' needs.

2.1.2 Cost

The cost consists of the production costs and includes other sacrifices: time, effort, and other expenses. A reasonable psychological price is more important than making high profits. One of the advantages of online shopping that physical retail stores do not have is the lower prices and the ability to compare various prices offered by sellers (Alwafi & Magnadi, 2016). With the integration of O2O, production costs are expected to be cheaper and reduce consumer concerns about price differences between online and offline channels. In this situation, technology allows companies to obtain buyer response data for a price, adjusts the price to the consumer's character, and plays a role in the logistics process.

2.1.3 Convenience

Convenience includes improving the consumer experience from pre-sales, sales, and after-sales service on every O2O channel. The transaction process is adjusted to the consumer's lifestyle to make consumers feel the company's added value, such as selection of marketing channels, delivery of goods, and payment types. Technologies such as Big Data, cloud computing, and AI help companies formulate the most appropriate types of products and services so that consumers can experience more valuable experiences.

2.2.4 Communication

Effective two-way communication and focus on consumers are crucial in the new retail business model. In the internet era, communication can be

carried out in two directions, delivered personally, and reaches an extensive range of consumers.

2.2.5 Context

The new retail business model involves various sales channels, physical stores and digital channels such as website applications and even other distribution channels outside the company to reach a wider consumer group.

2.2.6 Product

In the new retail business model, products and services are made based on consumer demand. Therefore, the types of products sold will be more varied because they are tailored to the needs and desires of consumers personally.

2.2.5 Technology

In the new retail business model, technology is used to support business processes and determine strategies. There are some crucial technologies in the new retail business model: Big Data, including data collection, processing, storage, application, and analysis; cloud computing, processing, and managing data (SIS Binus, 2016); Artificial Intelligence, supporting in product personalisation, recognition of consumer needs; Internet of Things (IoT), logistics processes, supply chain management, and inventory; and mobile payments, including NFC, biometrics, and e-wallet that make it easier for consumers to make payments.

2.2 Customer Experience

Positive consumer experiences when consuming the product can build a positive image for the company and increase the chances of consumers becoming loyal customers. Previous research stated that to generate, strengthen and maintain customer loyalty, companies must understand the concept of customer experience and apply it systematically (Mascarenhas et al., 2006).

Nasermoadeli et al. (2013) examine that consumer experience can be measured through three dimensions: sensory experience, aesthetic and sensory perception of the shopping environment, atmosphere, products and services that involve the human senses; emotional experience, the moods, and emotions that develop during the shopping process and social experience, relationships with other people, have a social impact and can influence the thoughts, feelings, and activities of consumers. Based

on the study of Bilgihan et al. (2016), several factors that could affect consumer experience when shopping online include ease of accessing and using the web, Hedonic and Utilitarian Features, Convenience, personalisation, social interaction, and compatibility on various devices. Thorfiani et al. (2021) also find that e-commerce technology and platform could affect the customer experience as well.

This study aims to determine how NRBM affects customer experience when shopping at Starbucks coffee shop sales channels. The explanation can be described in the following framework:

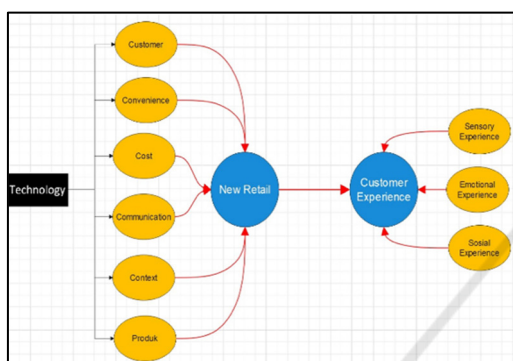


Figure 1: Research Model

The objective of the study is to identify business model innovation: the new retail business model (NRBM) and how it affects the customer experience. There will be research questions as follows:

What is the impact of the NRBM on customer experience?

This study focuses on the relationship between the new retail business model (x) and customer experience (y) variables. In former research, the NRBM variable was only analysed descriptively. It had not been linked to other variables (Zhang et al., 2018), while the customer experience variable in previous studies was associated with the shopping interest variable (Nasermoadeli et al., 2013). This study examines how the relationship and the effect of new retail variables on customer experience with the following research hypotheses:

- a. H_0 : The NRBM has a positive and significant effect on customer experience
- b. H_1 : The NRBM does not have a positive and significant effect on customer experience

3 RESEARCH METHODOLOGY

The quantitative method is used to obtain the data and measure the impact of the independent variable on the

dependent variable. The research population in this study is Starbucks consumers who have used all sales channels (online-offline) and domiciled in Bandung (unknown population). The data analysis method uses PLS-SEM, the 10 (ten) Times Rule is referred to as a guide in determining the research sample size (Astuty, 2018; Hair Jr. et al., 2014, 2016), where there is one arrow that points to the latent variable in the PLS pathway model. Based on the structural path in the research model, the minimum sample obtains ten times the largest number of formative indicators used to measure one construct (10 x 1), so it can be determined that the minimum sample size is ten samples. Because it uses the student version of smart PLS, the maximum number of samples that can be done is 100 respondents.

The data collection obtains the e-questionnaire method to make it easy and fast (Sekaran & Bougie, 2016) with a semantic differential scale and simple random sampling method; to measure feelings about something (Sugiyono, 2018), and literature study.

The relationship and influence between each variable are analysed by the Structural Equation Model (SEM) and the Smart PLS application (Hair Jr. et al., 2014). SEM can be considered a unique combination because SEM's foundation lies in two standard multivariate methods: factor analysis and multiple regression analysis (Hair Jr. et al., 2014). Six stages of SEM are: 1) Defining individual construct, 2) Develop and specify measurement model, 3) Designing a study to produce an empirical result, 4) Assessing measurement model validity, 5) Specify structural model, and 6) Assess structural model validity. Initial validity is tested by counting the t value, valid if t value > t table. Based on the data calculation, t value > 0.361 (t table). The reliability is tested using the method of consistency between questionnaire items. Cronbach's alpha value is reliable if $r > 0.6$, and it is obtained that $r_x = 0.837$ and $r_y = 0.885$ which means $r > 0.6$. The initial validity and reliability are calculated using SPSS 20 (Sugiyono, 2018). Hypothesis testing and the causal relationship analysis between variables are carried out by analysing the full model structural test. The results of the measurement model are analysed by taking into account the following rule of thumb:

Table 1: The rule of thumb of the reflective measurement model evaluations

Validity & Reliability	Parameters	Rule of Thumb
Convergent Validity	Indicator's Outer Loading	>0.78
	Average Variance Extracted	>0.50
Discriminant Validity	Cross Loading	Outer loading indicator on a construct > all cross-loading values with other constructs
	Akar Kuadrat AVE and correlations between constructs latent	Square of correlation between latent constructs < AVE of each related construct, or the square root of AVE > correlation between latent constructs
Internal Consistency Reliability	Cronbrach's Alpha	> 0,70 for confirmatory research, and > 0,60 still acceptable for exploratory research
	Composite Reliability	> 0,708 for confirmatory research, and 0,60-0,70 still acceptable exploratory research

Table 2: The rule of thumb of structural models evaluations

Criterion	Rule of Thumb
R-Square	0,67, 0,33, and 0,19 (substantial, moderate, weak)
	0,75, 0,50, and 0,25 (substantial, moderate, weak)
Effect Size f ²	0,02, 0,15, dan 0,35 (small, medium, and large)
Q ² predictive relevance	Q ² > 0, a value greater than zero indicates that models have predictive relevance
	Q ² < 0, a value smaller than zero indicates that models have less predictive relevance
q ² predictive relevance	0,02, 0,15, dan 0,35 (small, medium, and large)
Significance (two-tailed)	t-value 1.65 (significance level = 10%)
	t-value 1.96 (significance level = 5 %)
	t-value 2.58 (significance level = 1 %)

4 RESULT AND ANALYSIS

Based on the results of the e-questionnaire, out of 107 respondents, only 71 met the respondents' criteria: 1) Customer has an experience of transaction in Strabucks's online and offline sales channels, and domiciled in Bandung. The other 36 did not meet one or more of the respondents' criteria. The following is the profile of the respondents based on the results of the questionnaire:

Table 3: Profil of Respondents

Profile	Persentase
Occupation	
Teacher/Lecturer	38.03%
Privat Employee	16.90%
Student	25.35%
Freelancer	2.82%
Public Servant	1.41%
Entepreneur	8.45%
Unemployee	1.41%
Others	5.63%
Age	
< 20 y.o	7.04%
20-30 y.o	36.62%
30-40 y.o	43.66%
40-50 y.o	4.23%
>50 y.o	8.45%
Domicili	
Bandung	67.61%
West Bandung	4.23%
Cimahi	7.04%
Bekasi	2.82%
Jakarta	2.82%
Others	15.49%
Gender	
Women	50.7%
Men	49.3%
Monthly Income	
<Rp 3.000.000,-	29.58%
Rp 3.000.000,- sd Rp 5.000.000,-	14.08%
Rp 5.000.000,- sd Rp 10.000.000,-	40.85%
>Rp 10.000.000,-	15.49%
Buying Frecuency/month	
< 3	83.10%
3 -5	14.08%
> 5	2.82%
Offline Channel	
Coffee Houses	39.4%
Stores	71.8%
Outlets	38%
Online Channel	
Starbuck Mobile App	19.7%

Profile	Persentase
GoFood	64.8%
GrabFood	53.5%

The following questions are related to the NRBM variable indicators.

Table 4: Profil of Respondents

Questions	Persentase
There is a price difference between online and offline channels	
Agree	78.87%
Disagree	21.13%
Delivery cost is affordable	
Agree	84.51%
Disagree	15.49%
Purchasing Decession	8.45%
Anytime	32.39%
Based on the needs	67.61%
Various payment methods	
Agree	100.00%
Disagree	0.00%

Based on the displayed information, 78.87% of respondents agree that there is a price difference between online and offline channels. According to the observation in various Starbucks sales channels, the author finds that the online price is higher than the actual price. This finding does not suit Alawi & Magnadi (2016), who states that the products usually have a lower price while being sold online. This phenomenon does not only happened in Starbucks but also in other food and beverage businesses. The NRBM itself purposes to uniform the price both in the online and offline channels. Therefore, in this case, the enterprise should design new strategies to address this issue.

Moreover, most respondents agree that the shipping cost is affordable (84.51%). This result aligns with Zhang et al. (2018) study, which finds that production costs are expected to be cheaper and reduce consumer concerns about price differences between online and offline channels with the integration of O2O. Furthermore, the data presents that 67.61% of customers purchase the product based on their customer needs. With the support of AI and Big Data technology in the NRBM, the products will be made more specific and personalised because they are tailored to the character and customers' needs (Zhang et al., 2018).

Last, 100% of respondents agree that Starbucks has various payment methods. Mobile payments,

including NFC, biometrics, and e-wallet, make customers easier in payments transactions.

Smart PLS student version is applied to analyse the impact of The NRBM on customer experience. Based on the calculation, the AVE value is above 0.500 in the first calculation. The following is an image of the model:

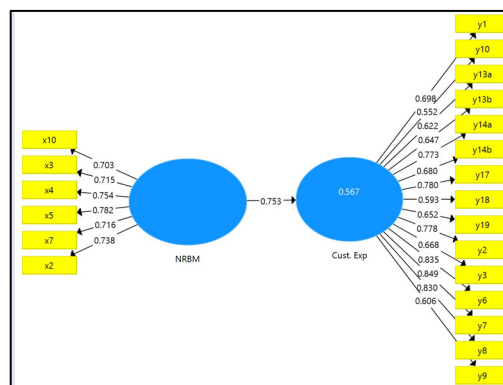


Figure 2: Full model construct

Based on the calculation results obtained $AVE > 0,500$ and Cronbach's alpha value $> 0,700$ which can be seen in the following table:

Table 5: Average Variance Extracted Full Model

	Cronbach's Alpha	Rho_A	Composite Realibility	Average Variance Extracted (AVE)
Customer Experience	0,928	0,930	0,938	0,505
NRBM	0,831	0,834	0,876	0,541

Based on the result, the data can be used to calculate the relationship and influence of each variable in this study: The NRBM and customer experience variables because they are valid and reliable. So, all indicators can be declared to meet convergent validity. Then, based on the results of data processing, the results of the structural model analysis are as follows:

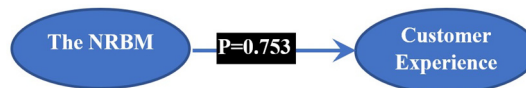


Figure 3: Model substructure

Table 6: Mean, Standard Deviation, T Statistics, and P Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
The NRBM > Customer Experience	0.753	0.766	0.069	10.958	0.000

Table 7: Total effect between variables

	Customer Experience	The NRBM
Customer Experience		
The NRBM	0.753	

The test results on the full structural model show that:

- a. The NRBM variable has a positive and significant effect on the customer experience variable, as evidenced by the Tstat value of 10.958 (> 1.650) and the significance of the p-value of 0.000 (<0.05), meaning that the NRBM variable can raise the customer experience variable of 75.3%.
- b. The total effect of the NRBM on customer experience is 0.753, meaning that the NRBM variable has a total impact of 75.3% on the customer experience variables.

Based on the strength test of the structural model, the following results were obtained:

- a. According to (Hair Jr. et al., 2016), the R² values of 0.567 and 0.560 indicate that the influence of the model is in the moderate category. The impact of the NRBM on the customer experience variable is based on R 56.7%. Thus, variations in customer experience variables can be explained by the NRBM variable by 56.7%.

Table 8: R square value

	R. Square	R Square Adjusted
Customer Experience	0.567	0.560

- b. The effect size value in the structural model $f^2 = 1.307$, meaning that the predictor of the NRBM variable has a significant effect to predict the emergence of customer experience. The result matches with the finding of Hair Jr. et al. (2016), who states that if the effect size f^2 value of the rule of thumb (inner model) is stated: small=0.02, medium = 0.15, and large = 0.35

Table 9: F² value

	Customer Experience	The NRBM
Customer Experience		
The NRBM	1.307	

Based on the results of the full structural model analysis (inner model), the answers to the hypotheses proposed in this study has been proved that there is a positive and significant influence between the variables of the NRBM on the level of customer experience, which is 75.3% (path coefficient value). When viewed from the significance of the effect, it is still in the significant category because of the P-value <0.05.

Based on the results, it is concluded that H₁ is accepted and Ho is rejected, meaning that NRBM has a positive and significant effect on customer experience.

5 DISCUSSION

The new retail business model (NRBM) is the innovation of a business model which integrates online and offline channels and includes technology to improve customer experience (Zhang et al., 2018). Based on the data analysis, most respondents agree that NRBM improves customer experience during the transaction. NRBM, which integrated online and offline channels, can reduce the drawbacks of each channel and escalate the customer experience. The integration of each channel could not have happened without the support of the technology. Therefore, the role of technology is crucial in the business model innovation. Technology such as big data, artificial intelligence, and the Internet of Things help the corporate increase customer experience. With the help of technology, they can order their product in various channels based on their needs and do the transaction easily anytime and anywhere.

Moreover, there is also a positive response of customer experience, including sensory experience, emotional experience, and social experience. Customer experience in offline channels (Coffee house, stores, and outlets) helps the customer minimize the limitation in the online transaction. For instance, the customer has already tested the product before they execute the online trades and the company also provides equal service in both online and offline channels. Therefore, this situation helps customer to improve their experience through each channel.

6 CONCLUSION

In the new retail business model variable, the results of the score recapitulation show a positive response to the NRBM dimensions: Customer, Cost, Convenience, and Communication plus Context (distribution channels). The study proves that NRBM is in line with consumer expectations.

For the customer experience variable, the sensory experience and emotional experience dimensions show a positive response. However, for the social experience dimension, the answers vary. This study proves that social position is no longer the main priority for some people.

Based on the research analysis of “The New Retail Business Model and Customer Experience: A Case Study of Starbucks Coffee Outlets in Bandung”, it can be concluded that the NRBM variable has a positive and significant effect on customer experience.

The business model innovation that has been carried out, namely NRBM, has proven to be able to improve the consumer experience. However, there are several weaknesses, namely the implementation of NRBM, which requires technology to support the implementation, which is still a little difficult for companies that are not yet Seattle and because of the unevenness of infrastructure. Other variables such as macro and micro environments can be added to deepen consumer experience analysis further and determine customer satisfaction in making transactions.

Based on the research analysis of “The New Retail Business Model and Customer Experience: A Case Study of Starbucks Coffee Outlets in Bandung”, it can be concluded that the NRBM variable has a positive and significant effect on customer experience.

ACKNOWLEDGEMENTS

The authors would like to thank The Ministry of Education, Culture, Research and Technology as the funder of this research and Pos Indonesia Polytechnic, which has supported the conduction of the study.

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