

Corporate Social Responsibility as a Customer Retention Strategy in the Coffee Shop Industry in India

Richa Goel and Tilottama Singh
Amity International Business School
Amity University Uttar Pradesh, India
rgoel@amity.edu, tsingh6@amity.edu

Supriya Lamba Sahdev
Assistant Professor, Amity International Business School
Amity University Uttar Pradesh, India
lamba.supriya9@gmail.com

Sukanta Kumar Baral
Professor, Department of Commerce, Faculty of Commerce & Management
Indra Gandhi National Tribal University, Madhya Pradesh, India
sukanta.baral@igntu.ac.in

Miranda Saikia and Vansh Garg
Graduate Student, Amity International Business School
Amity University Uttar Pradesh, India
mirandasaiika@gmail.com, vansh.garg1@s.amity.edu

Abstract

This study investigates the impact of customers' perceptions of multidimensional corporate social responsibility (philanthropic, ethical, legal, and economic) on coffee shop customer retention, which examines the case of Starbucks in India. The findings show that economic CSR, ethical CSR, and philanthropic CSR are all important contributors to enhanced brand attitude and service quality, according to PLS structural equation modelling of 300 survey responses. Client retention improved as a result of the relationships. The current study contributes to a broader understanding of CSR strategy in the coffee shop business, as well as valuable insights into the same, by revealing how various CSR actions impact customers' views of brand attitude, service quality, and customer retention.

Keywords

Corporate Social Responsibility, Customer Retention, Customer Satisfaction, Service Quality and Coffee Shop Industry.

1. Introduction

According to Euromonitor International, with a market size of Rs 2,570 crore in 2018, India is the world's 10th fastest growing business sector for freshly prepared café chains. The café business, which is dominated by Tata Starbucks and Cafe Coffee Day, is also one of the fastest expanding categories of the consumer food industry, with esteem agreements estimated to rise 6.9% annually to Rs 4,540 crore by 2023 at constant prices excluding growth (The Economic Times, 2019). The Indian bistro industry is assessed to show improvement at a CAGR of more than 12% during 2019-2024. The market's outcome may be linked to growing demands from the young population, increased disposable income, corporate culture, rapid urbanisation, and a global way of life. In addition, the increasing number of two-income households, increased global openness, expanding development, and media entry are all driving growth in the Indian espresso bistro industry. Moreover, the growing amount of double pay residences, expanded global openness, expanded advances, and media access all contribute to the growth of the

Indian espresso bistro sector (Research and Markets, 2019). The Indian bistro sector is dominated by Tata Starbucks Limited (India), Cafe Coffee Day, Costa Coffee, Barista Coffee Co Ltd., McCafe, Mocha, Indian Coffee House (ICH), and The Coffee Bean and Tea Leaf Restaurant and Cafe (CBTL). The European Commission characterised CSR as an intentional responsibility by organizations to address the social and ecological worries of their partners (Lai et al., 2015). Corporate social obligations are founded on financial gains, such as productivity; as a result, all resulting charitable, moral, and legal obligations are dependent on this (Carroll, 1979). Furthermore, because the client is the primary revenue generator, the individual is regarded as extremely important for the business's exhibition metric (Rivera et al., 2016). Various examinations have demonstrated that customer retention is basic for the shopper food administration industry's presentation, as the expense of holding a current client is generally not the expense of acquiring another client, while looking, showcasing, and coordination costs are considered (Rahimi and Kozak, 2017). Subsequently, it is basic to inspect CSR from the client's point of view and to comprehend what CSR means for customer retention to understand the monetary advantages of Corporate Social Responsibility. It is basic for the organization's business achievement not exclusively to draw in an enormous number of first-time shoppers but in addition to convey brilliant customer service quality, surpassing customer satisfaction while prompting rehash visits (Hwang and Lyu, 2019). On the off chance that clients are satisfied with their post-buy decision, they will purchase the organization's items and recommend them to family, friends, and others (Manosuthi, Lee, and Han, 2020). Developing customer retention is basic for eatery proprietors since it safeguards their organization's drawn-out endurance in the inexorably troublesome and serious café business (Hwang, Kim, and Gulzar, 2020). A few explorations have shown that assistance quality attributes, as well as brand disposition, are primary determinants of fulfilment appraisal and customer retention (Foroudi, 2019). Scholastics and business experts stand out enough to be noticed to get the specific course of benefactors' connection to a solitary brand or organization (Song et al., 2019). A wide number of studies propose that organizations that effectively participate in CSR exercises receive huge reputational and monetary rewards over the long haul (Davvetas and Diamantopoulos, 2017., Farmaki, 2019.). Current cordiality concentrates generally center around the immediate connection between CSR and customer, but neglects to represent other significant components all the while, bringing about lacking outcomes (Alamgir and Nasir Uddin, 2017., Wang, 2020.). An incredible number of studies have found that customer retention is basic for a chain's exhibition since the expense of holding a current client is generally less expensive than the expense of getting another client, while looking through costs, showcasing costs, joining costs, etc. are totally included (Rahimi and Kozak, 2017). As a result, a number of relevant scholarly investigations have been completed. "How does CSR impact corporate monetary execution (CFP)?" is a repetitive subject in CSR-related investigations. Notwithstanding conflicting outcomes in earlier examinations, the ideal impact of CSR on CFP overwhelms the writing across a few spaces (Inoue, Kent, and Lee, 2011., Jahmane and Gaies, 2020.). The organisation of such café brands covers numerous aspects of daily life, and emphasising these activities may directly build trust among clients and organisations (Y. J. Kim and Kim, 2013). In spite of its importance, CSR's viability in laying out solid customer retention for eateries has not been completely experimentally settled. Most of the exploration focused on the general effect of CSR as opposed to explicit parts of CSR and monetary accomplishment because of CSR (S. Lee, Singal, and Kang, 2013). In the profoundly cutthroat chain business, it is basic to reveal insight into viewpoints that might influence visitors' great post-buy conduct. The sociology scholarly writing definite how brand attitude, service quality, and customer satisfaction, as well as an association's CSR exercises, are basic thoughts in understanding the buyer's dynamic interaction and post-buy conduct (Chua, Lee, Goh, and Han, 2015., Han et al., 2020., Oliver, 2010.). This management concept enabled Starbucks to not only form long-term relationships with its customers, but also to become more competitive than other brands (Harnrunghalotorn and Phayonlerd, 2015). Regardless of its pertinence, CSR's viability in laying out solid customer retention for cafés has not been completely experimentally settled. Most exploration focused on the general effect of CSR as opposed to explicit parts of CSR and monetary achievement inferable from CSR (S. Lee, Singal, and Kang, 2013). Therefore, the reason for this study is to get superior information on a chain eatery and its image disposition and service quality, as well as to approach the connections that add to client joy and shopper maintenance. In the profoundly aggressive eatery market, it is basic to set the chain cafés' CSR direction. Starbucks has long been recognized for its outstanding corporate responsibility, as well as its commitment to manageability and local government support. Starbucks claims to have followed many CSR principles from its inception. These objectives, according to its 2020 Global Social Impact Report, include obtaining 100 percent morally obtained espresso; fostering an overall organisation of cultivators and supporting them with 100 million trees by 2025; creating green designs in its stores; and providing hourly local area administration. Additionally, it creates an excellent school programme for its employees. 5,000 veterans and 10,000 evacuees will be recruited; the environmental impact of its cups will be reduced; and a person will be appointed to monitor the situation. Starbucks' endeavors to help the globe in battling the Covid pestilence were likewise unveiled in the 2020 report. The organization's way to deal with the pandemic is comprised of three essential parts:

- Focusing on the wellbeing of your buyers and laborers.
- To help medical care and organization experts in their endeavors to moderate the pandemic's belongings.
- Being available in networks by acting dependably and productively.

Today, numerous socially dependable organizations, like Ben and Jerry's Ice Cream, have brands that are famous for their CSR drives.

1.1 Objectives

1. To determine the influence of consumers' perceptions of Corporate Social Responsibility (CSR) on customer retention.
2. To define the distinctive impact of corporate social responsibility (CSR) in customer retention while accounting for the moderating effects of service quality, brand attitude, and customer satisfaction.

Table 1. Key Constructs

| Constructs | Measures | Description of Factors |
|------------------------------|----------|---|
| Economic CSR | EC1 | EC1 - measure of importance to maximising earnings per share |
| | EC2 | EC2 - measure of importance of being profitable |
| Legal CSR | LEG1 | LEG1 - measure of importance to committing to regulations |
| | LEG2 | LEG2 - measure of importance of providing legal goods |
| Ethical CSR | ETH1 | ETH1 - measure of importance to prevention of compromise of ethical norms |
| | ETH2 | ETH2 - measure of importance given to good corporate citizenship |
| Philanthropic CSR | PHIL1 | PHIL1 - measure of efforts towards exhibiting philanthropic and charitable behavior |
| | PHIL2 | PHIL2 - measure of efforts towards improving "quality of life" |
| Brand Attitude | BA1 | BA1 - positive customer perception towards CSR activities |
| | BA2 | BA2 - negative customer perception towards CSR activities |
| Service Quality | SQ1 | SQ1 - measure of overall Service quality |
| | SQ2 | SQ2 - measure of fast service |
| | SQ3 | SQ3 - measure of accurate service |
| Customer Satisfaction | CSAT1 | CSAT1 - measure of experiential satisfaction |
| | CSAT2 | CSAT2 - measure of service meeting/exceeding expectations |
| Customer Retention | CRET1 | CRET1 - measure of being re-chosen as a coffee shop |
| | CRET2 | CRET2 - measure of being re-chosen as a dining option |

2. Research Methodology

2.1 Research Method

In this research, a convenience sampling method and a voluntary sampling method that focused on people living in India and who were customers of Starbucks coffee were administered. A web-based survey was designed and distributed to the respondents, as well as posted on online survey forums like Survey Swap with inclusion criteria applied to filter respondents. A self-administered survey questionnaire based on a five-point Likert scale, with "strongly agree" being the highest scale and "strongly disagree" being the lowest, was used to collect and analyse data using statistical techniques. A sample size of 300 was taken for coffeehouse customers. To evaluate the hypothesis, the proposed study framework is examined using factor analysis and factor loading, with the factors being further examined using SEM.

2.2 Measures

To assess the factors under research, measures were derived from current hospitality and consumer behaviour studies (e.g., Han et al., 2020., Henning-Thurau, 2004., Hwang, Cho, and Kim, 2019., Kim et al., 2020., Oliver, 2010., Ryu, Roy, Kim, and Ryu, 2020.). All of the items were scored on a five-point Likert scale (ranging from "strongly disagree" [1] to "strongly agree" [5]). Two metrics were used for economic CSR, legal CSR, ethical CSR, and philanthropic CSR, respectively. To assess brand attitude, we employed three separate measuring items. Additionally, two items were used to assess service quality and two things were used to assess customer retention.

2.3 Research Gap

Café chains, like Starbucks, can significantly affect CSR strategies since they have countless outlets all over the planet and their items are attached to many regions of the planet, similar to the climate, human wellbeing, creature government assistance, work issues, and fair exchange. The organization of such eatery brands addresses numerous parts of human existence, and underlining these drives can straightforwardly construct trust among clients and organizations. In spite of its importance, CSR's viability in laying out solid customer retention for cafés has not been completely settled. Most examinations focused on the general effect of CSR as opposed to explicit components of CSR or monetary accomplishment because of CSR.

Understanding the distinct impact of each component is critical because CSR is comprised of several aspects. Previous studies on this issue have also been conducted in several nations, but no articles on the subject could be discovered. Furthermore, recent research has focused on CSR from the perspective of workers rather than customers. To fill a research gap, this study uses Carroll's (1991) four key aspects of CSR (economic, legal, ethical, and philanthropic CSR) to fully understand the relevance of each component in connection to customer retention in the coffee shop business.

2.4 Research Models

The model (Figure 1 and Figure 2) revealed that both brand attitude and service quality have a significant impact on client retention. Clients will want to return and become loyal customers if favourable brand mentalities and customer satisfaction are developed via client experiences, resulting in a large slice of the pie and cash for café chains.

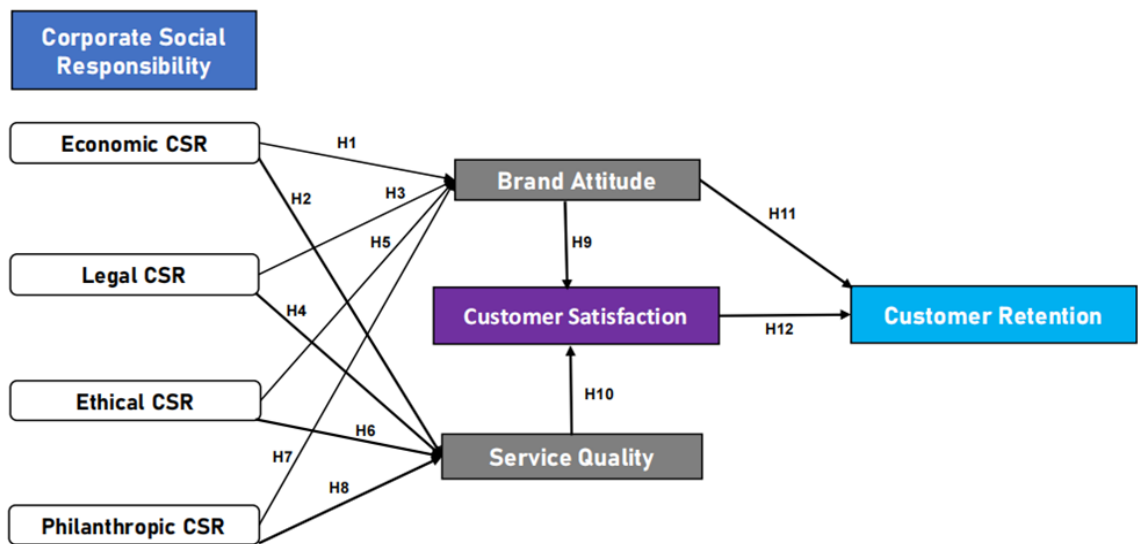


Figure 1. Research Model

2.5 Structural Equation Modelling (SEM)

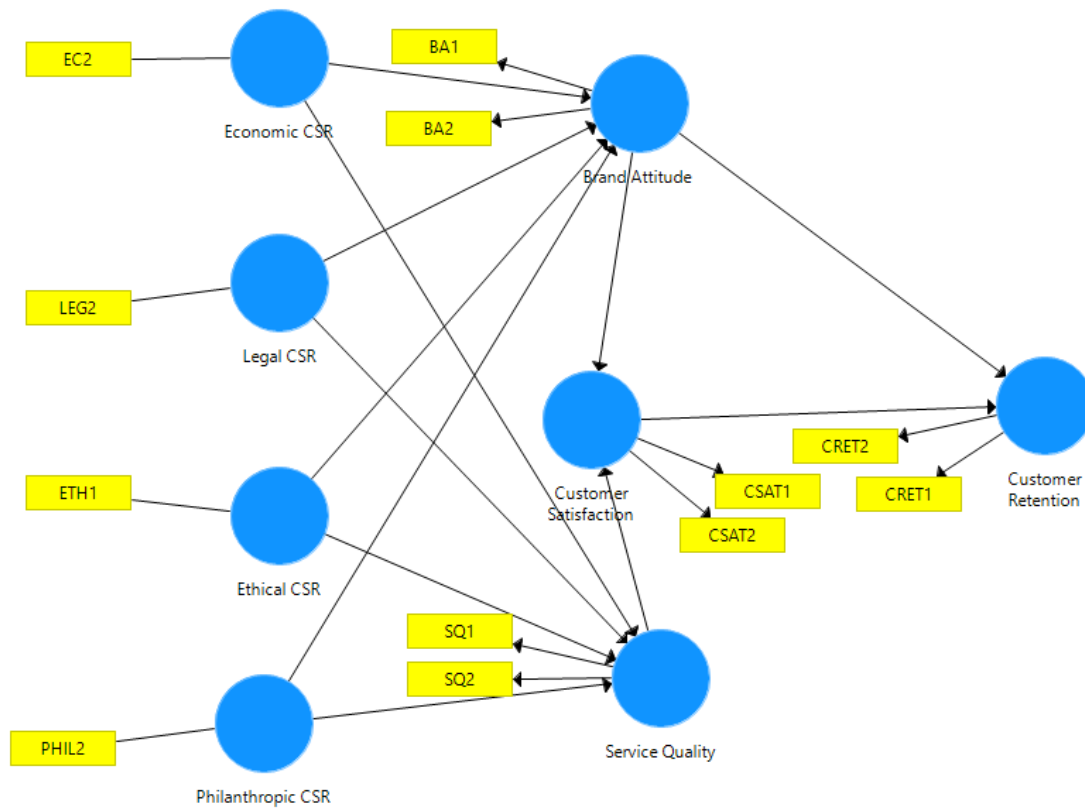


Figure 2. Structural Equation Modelling (SEM)

3. PLS- SEM

The SmartPLS 3 was utilised in the current investigation to perform partial least squares structural equation modelling (PLS-SEM) rather than covariance-based structural equation modelling (CB-SEM). PLS-SEM offers a number of benefits, including its applicability for exploratory research and target prediction, as well as its flexibility in dealing with non-normal data and small sample sizes. As a result, SmartPLS 3 was employed in this study to evaluate the hypotheses suggested. Measurement and structural models were evaluated using a two-step analytical method technique (Anderson and Gerbing, 1988).

Table 1. Factor Loading

| | Brand Attitude | Customer Retention | Customer Satisfaction | Service Quality |
|-----------------------|----------------|--------------------|-----------------------|-----------------|
| Brand Attitude | | 0.911 | 0.815 | |
| Customer Retention | | | | |
| Customer Satisfaction | | 0.898 | | |
| Economic CSR | 0.802 | | | 0.939 |
| Ethical CSR | 0.963 | | | 0.864 |
| Legal CSR | 0.897 | | | 0.908 |
| Philanthropic CSR | 0.809 | | | 0.905 |
| Service Quality | | | 0.811 | |

Factor loadings are a part of factor analysis, which is a data reduction strategy aiming at explaining the relationships between observed variables with a smaller number of factors. "The above Table 1 interprets the correlation in it that shows the correlation between the variables and the fundamental element known as the latent variable. The factor loading scale ranges from -1.0 to +1.0, with higher ratings indicating a stronger link between fundamental values and the hidden component. Hence, the above table shows the factor loading for the variables and the hypothesis".

Table 2. Assessment of Reliability

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------|-------------------------|--------------|------------------------------|---|
| Brand Attitude | 0.803 | 0.911 | 0.784 | 0.526 |
| Customer Retention | 0.975 | 0.787 | 0.852 | 0.515 |
| Customer Satisfaction | 0.816 | 0.726 | 0.748 | 0.565 |
| Economic CSR | 1 | 1 | 1 | 1 |
| Ethical CSR | 1 | 1 | 1 | 1 |
| Legal CSR | 1 | 1 | 1 | 1 |
| Philanthropic CSR | 1 | 1 | 1 | 1 |
| Service Quality | 0.796 | 0.801 | 0.883 | 0.524 |

Cronbach's alpha was developed by Lee Cronbach in 1951 to assess dependability or internal consistency. Consistency is frequently referred to as "reliability." The validity of Likert scale surveys is determined using Cronbach's alpha testing. Cronbach's Alpha and Composite Reliability (CR) were used to assess the factors' reliability. The entire sample was analysed, and the factors with factor loadings greater than 0.006 were excluded. For the whole sample, the findings for reliability and validity with factor loadings are shown in Table 2. All of the alpha values and CRs were greater than or close to 0.700 and greater than 0.800, respectively. Because the Cronbach's Alpha value of the entire questionnaire is extremely high and the data is reliable because the benchmark is 0.7, we can proceed with our data from 300 respondents.

3.1 Assessment of Validity

The discriminant validity was evaluated using the criterion by Fornell-Larcker and the Heterotrait- Monotrait Method (HTMT). The results of both are shown in Table 3 and Table 4. The squared foundation of each construct's AVE must be more notable than its relationship with some other to confirm the discriminant validity. AVE states that the average variance shared between constructs and their measures should be greater than that shared with the other constructs (Couchman & Fulop., 2006). The cut off for AVE is 0.50 or higher. For any item containing a value of less than 0.50 it indicates more errors in the items than the AVE explained by the constructs.

Table 3. Fornell-Larcker Criterion

| | Brand Attitude | Customer Retention | Customer Satisfaction | Economic CSR | Ethical CSR | Legal CSR | Philanthropic CSR | Service Quality |
|-----------------------|----------------|--------------------|-----------------------|--------------|-------------|-----------|-------------------|-----------------|
| Brand Attitude | 1 | | | | | | | |
| Customer Retention | 0.824 | 0.717 | | | | | | |
| Customer Satisfaction | 0.824 | 0.812 | 0.752 | | | | | |
| Economic CSR | 0.225 | 0.59 | 0.163 | 1 | | | | |
| Ethical CSR | 0.579 | 0.147 | 0.04 | 0.603 | 1 | | | |
| Legal CSR | 0.137 | 0.04 | 0.812 | 0.814 | 0.304 | 1 | | |
| Philanthropic CSR | 0.38 | 0.859 | 0.601 | 0.158 | 0.147 | 0.91 | 1 | |
| Service | 0.851 | 0.212 | 0.621 | 0.268 | 0.84 | 0.516 | 0.085 | 1 |

| | | | | | | | | |
|---------|--|--|--|--|--|--|--|--|
| Quality | | | | | | | | |
|---------|--|--|--|--|--|--|--|--|

Table 4. Path Coefficients – Hypothesis Development

| | Original Sample (O) | Standard Deviation (Std Dev) | T Statistics (O/Std Dev) | P Values |
|---|---------------------|------------------------------|--------------------------|----------|
| Brand Attitude -> Customer Retention | 0.512 | 0.761 | 7.125 | 0.047 |
| Brand Attitude -> Customer Satisfaction | 0.515 | 0.04 | 6.129 | 0.031 |
| Customer Satisfaction -> Customer Retention | 0.099 | 0.064 | 6.115 | 0.049 |
| Economic CSR -> Brand Attitude | 0.201 | 0.065 | 5.072 | 0.05 |
| Economic CSR -> Service Quality | 0.639 | 0.084 | 5.058 | 0 |
| Ethical CSR -> Brand Attitude | 0.664 | 0.077 | 7.064 | 0.008 |
| Ethical CSR -> Service Quality | 0.464 | 0.089 | 6.063 | 0 |
| Legal CSR -> Brand Attitude | 0.597 | 0.082 | 3.061 | 0.015 |
| Legal CSR -> Service Quality | 0.607 | 0.057 | 7.064 | 0.024 |
| Philanthropic CSR -> Brand Attitude | 0.010 | 0.035 | 7.064 | 0.938 |
| Philanthropic CSR -> Service Quality | -0.112 | 0.064 | 2.136 | 0.843 |
| Service Quality -> Customer Satisfaction | 0.405 | 0.086 | 6.061 | 0.004 |

Path Coefficients is a statistical technique that assesses a single dataset to generate a large number of replicated models.

4. Findings

According to our findings, financial CSR influenced brand disposition but had no effect on help quality. This has all the earmarks of being the case since brand mentality is an insight that customers judge totally whether or not they really see it or not. Service quality is a genuine and prompt discernment that is assessed in light of what the buyer truly sees. This outcome is consistent with the findings of a past report by Wu and Wang (2014), which tracked down a solid and ideal relationship between monetary CSR practices and brand disposition. Be that as it may, this goes against the discoveries of Huang et al. (2014), who observed that CSR usefully affects service quality. Lawful CSR significantly affects both brand mentality and service quality. This tracking down gives experimental premise to earlier research showing that CSR drives will create client perspectives and quality evaluations of organizations' items and administrations in an assortment of settings (Han et al., 2020; Li et al., 2019; Lo, 2020). Our findings can assist café chains in developing viable strategies for retaining current customers through CSR initiatives and practices. Moral corporate social obligation enormously affects brand mentality and service quality. Therefore, while advancing CSR drives and overseeing business, the café chain should effectively meet the moral/moral requests of the local area.

Then again, it was found that generous CSR essentially affects either brand disposition or service quality. This is viewed because of the respondents' inability to see the café chain's obligation to magnanimous undertakings and the outcomes uncovered a solid impact of brand disposition and service quality on customer satisfaction. This conclusion is consistent with previous research that found a good brand disposition increases consumer satisfaction with a certain brand (Foroudi, 2019., Schivinski and Dabrowski, 2016., Wang et al., 2019.). Furthermore, it is consistent with consumer behaviour, which has proven that service quality has a significant impact on customer satisfaction and loyalty (Jiang and Wang, 2006., Nejati et al., 2009., Tariq et al., 2020.). When all of this information is considered, it reveals the significance of brand attitude, service quality, and customer satisfaction in the bistro business. The findings are consistent with prior research that has emphasised the basic intervening potential of these components.

Our findings revealed that both brand attitude and customer happiness have a significant impact on client retention. Clients will want to return and become loyal customers if favourable brand mentalities and customer satisfaction are developed via client experiences, resulting in a large slice of the pie and cash for café chains.

4.1 Recommendations

In recent years, India's coffee shop business has seen tremendous expansion; a number of new cafes have opened, and the usage of technology has progressed, resulting in strong rivalry in the field. To attract clients' attention, firm management and marketing managers must generate a competitive advantage and build a strong reputation for their branches. From this perspective, the current study is significant since it depicts CSR as a strategic marketing tool that will attract customers who share similar beliefs. The study validates its validity and relevance by advising cafés on why they should prioritise CSR activities in order to boost customer retention. The current study reveals that a chain's brand attitude has a considerable mediation influence on customer retention when it engages in CSR. Customers receive a good signal when CSR actions are effectively reported and promoted. Customers love coffee shops that are well known and acknowledged for their societal CSR activities, which leads to high retention. According to the study, café businesses should choose particular CSR objectives, explain these objectives to clients, and leverage them in the image-building process. Another critical component in the current study is customer satisfaction. The analysis reveals that customer satisfaction has a considerable mediating influence between CSR and retention. According to the findings, cafés should prioritize CSR initiatives that improve both the intellectual and emotional sides of consumer satisfaction. This implies that when services meet the expectations of the consumer and promise long-term mutual advantages (both monetary and non-monetary), it results in high customer satisfaction.

Customers prefer customer-focused CSR activities such as great service quality, improved operations, community development, and so on, and they demonstrate their support by returning to the cafés. As a result, coffee shop chains and their marketing professionals should evaluate the impact of consumer satisfaction on retention. The marketing program must concentrate on the aspects of client satisfaction that are relevant to their offerings. Based on the results of the mediating and moderating effects of C-C identification, the study reveals that social identity theory is extremely important in leveraging the influence of CSR on customers. Cafes must develop and implement CSR initiatives with the goal of developing social identity among consumers. While designing these CSR activities, the marketing team should focus on creating social or self-identities for customers. Customers' dedication and good attitude toward the businesses' operations are enhanced by a high level of self-identity.

5. Conclusion

In this research, we attempted to make sense of the impact of coffeehouse industry CSR on consumer retention. Other important perspectives in developing customer retention (such as brand attitude, service quality, and consumer happiness) were also incorporated as intervening elements into the proposed hypothetical framework. On account of café chains, scholarly writing has for the most part disregarded experimental exploration on CSR and its connection to development factors affecting visitors' post-buy conduct. The reasonable system used in this study provides useful insight into the influence of CSR on the customer retention process in the coffeehouse industry. Our applied model properly depicted the variability of client retention in the café industry. As a bridge, the effect of brand attitude, service quality, and consumer enjoyment was evaluated. The current study goes above and beyond by integrating the several components of corporate social responsibility, brand attitude, service quality, and customer pleasure in the coffeehouse business into a single applicable system.

References

- Boone, Caitlin, "In the News: An Exploration of Starbucks and the Media". Chancellor's Honors Program Projects, 2017.
- Cha, J. B., & Jo, M. N., The effect of the corporate social responsibility of franchise coffee shops on corporate image and behavioral intention. *Sustainability*, 11(23), 6849, 2009.
- Chiang, W. Y., Using a data-driven marketing strategy on customer relationship management: an empirical case of urban coffee shops in Taiwan. *British Food Journal*, pp. 265-275, 2020.
- Chua, B., Lee, S., Goh, B., & Han, H., Impacts of cruise service quality and price on vacationers' cruise experience: Moderating role of price sensitivity. *International Journal of Hospitality Management*, vol. 44, pp. 131-145, 2014.
- Farmaki, A., Corporate social responsibility in hotels: A stakeholder approach. *International Journal of Contemporary Hospitality Management*, vol. 31(6), pp. 2297-2320, 2019.

- Foroudi, P., Influence of brand signature, brand awareness, brand attitude, brand reputation on hotel industry's brand performance. *International Journal of Hospitality Management*, vol. 76, pp.271–285, 2019.
- González-Rodríguez, M. R., Martín-Samper, R. C., Köseoglu, M. A., & Okumus, F., Hotels' corporate social responsibility practices, organizational culture, firm reputation, and performance. *Journal of Sustainable Tourism*, vol. 27(3), pp. 398–419, 2019.
- Gozdan, E., & Sudolska, A., Exploring Company's Activities in the Field of CSR: The Case of Starbucks. *Journal of Corporate Responsibility and Leadership*, vol. 6(2), pp. 29-47, 2019.
- Hurriyati, R., & Sultan, M. A., Analysis of the Relationship Between Consumer-Based Brand Equity, Experiential Marketing, Customer Satisfaction, and Customer Loyalty at Starbucks Coffee in Karawang. *JRB-Jurnal Riset Bisnis*, vol. 4(1), pp. 58-69, 2020.
- Hwang, J., Cho, S., & Kim, W., Consequences of psychological benefits of using eco-friendly services in the context of drone food delivery services. *Journal of Travel & Tourism Marketing*, vol. 36(7), pp. 835–846, 2019.
- Hwang, J., Kim, J. J., & Lee, S., The importance of philanthropic corporate social responsibility and its impact on attitude and behavioral intentions: The moderating role of the barista disability status. *Sustainability*, vol. 12(15), pp. 6235, 2020.
- India Coffee Cafe Market Analysis & Outlook 2014-2024: Projecting a CAGR of More Than 12% During 2019-2024, Research and Markets Oct 31, 2019, 17:15 ET. Retrieved from <https://www.prnewswire.com/news-releases/india-coffee-cafe-market-analysis--outlook-2014-2024-projecting-a-cagr-of-more-than-12-during-2019-2024-300949114.html#:~:text=The%20Indian%20coffee%20cafe%20market,corporate%20culture%20and%20global%20lifestyle.>
- Indian café chain market will reach Rs 4,540 crore by 2023: Report, Ratna Bhushan, Jun 29, 2019. Retrieved from <https://economictimes.indiatimes.com/industry/services/hotels/-/restaurants/indian-caf-chain-market-will-reach-rs-4540-cr-by-2023-report/articleshow/69997833.cms>
- Inoue, Y., Kent, A., & Lee, S., CSR and the bottom line: Analyzing the link between CSR and financial performance for professional teams. *Journal of Sport Management*, vol. 25(6), pp. 531–549, 2011.
- Jahmane, A., & Gaies, B., Corporate social responsibility, financial instability and corporate financial performance: Linear, non-linear and spillover effects—the case of the CAC 40 companies. *Finance Research Letters*, 34, 101483, 2020.
- Jiddi, F. E., & Ibenrissoul, A., The impact of corporate social responsibility (CSR) on customer loyalty: A bibliometric analysis between 2009-2020. *Int. J. Multidiscip. Res*, vol. 6, pp. 145-157, 2020.
- Kim, M., Yin, X., & Lee, G., The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation. *International Journal of Hospitality Management*, vol. 88, pp. 102520, 2020.
- LACAP, J. P. G., CHAM, T. H., & LIM, X. J. The Influence of Corporate Social Responsibility on Brand Loyalty and The Mediating Effects of Brand Satisfaction and Perceived Quality. *International Journal of Economics & Management*, 15(1), pp. 69-87, 2021.
- Lee, S., Han, H., Radic, A., & Tariq, B., Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector. *Journal of Hospitality and Tourism Management*, vol. 45, pp. 348-358, 2020.
- Lo, A., Effects of customer experience in engaging in hotels' CSR activities on brand relationship quality and behavioural intention. *Journal of Travel & Tourism Marketing*, vol. 37(2), pp. 185-199, 2020.
- Manosuthi, N., Lee, J., & Han, H., Impact of distance on the arrivals, behaviors and attitudes of international tourists in Hong Kong: A longitudinal approach. *Tourism Management*, vol. 78, pp. 103963, 2020.
- Manosuthi, N., Lee, J., & Han, H., Impact of distance on the arrivals, behaviors and attitudes of international tourists in Hong Kong: A longitudinal approach. *Tourism Management*, vol. 78, pp. 103963, 2020.
- Oliver, R. L., *Satisfaction: A behavioral perspective on the consumer* (2nd ed.). New York, NY: Routledge, 2010.
- Rahimi, R., & Kozak, M., Impact of customer relationship management on customer satisfaction: The case of a budget hotel chain. *Journal of Travel & Tourism Marketing*, vol. 34(1), pp.40–51, 2017.
- Rodeia, M. N. R. G., *The power of CSR and its implications on employees' satisfaction, motivation and happiness at work: the case of Starbucks* (Doctoral dissertation), 2017.
- Song, H., Bae, S. Y., & Han, H., Emotional comprehension of a name-brand coffee shop: Focus on Lovemarks theory. *International Journal of Contemporary Hospitality Management*, vol. 31, pp. 1046–1065, 2017.
- Soyeun Lee, Heesup Han, Aleksandar Radic, Beenish Tariq., Corporate social responsibility (CSR) as a customer satisfaction and retention strategy in the chain restaurant sector, *Journal of Hospitality and Tourism Management*, Vol. 45, pp 45-53, 2020.

Tosun, P., Corporate social responsibility disclosure on the websites of coffee chains in Turkey. *International Journal of Organizational Analysis*, pp. 1-14, 2021. <https://doi.org/10.1108/IJOA-12-2019-19642021>

Biography

Dr. Richa Goel is an Assistant Professor-Economics and International Business at Amity International Business School, Amity University Noida. She has a journey of almost 20+ years in academic. She is consistently striving to create a challenging and engaging learning environment where students become life-long scholars and learners. Imparting lectures using different teaching strategies, she is an avid teacher, researcher, and mentor. She has to her credit more than 50 plus Research Papers in UGC, SCOPUS, ABDC publications in reputed national and international journals accompanied with hundreds of Research participation in International/National Conferences including FDP, MDP and Symposiums.

Dr Tilottama Singh is a certified HR analyst and trained academic, researcher, and trainer with 9 years of experience in the field of Human Resources and Work Dynamics. She is currently employed as an Assistant Professor in Amity University, Noida, UP. She works in the fields of sustainability, economics and strategy. She earned her doctorate specializing in emotional spiritual quotient in the year 2020. She has published several papers in reputed national and international journals.

Prof. (Dr.) Sukanta Kumar Baral is a Professor, Department of Commerce, Faculty of Commerce & Management, Indira Gandhi National Tribal University (A Central University of Government of India), Amarkantak, Madhya Pradesh, India. As an active academician, he has been closely associated with several foreign Universities, such as Southampton Solent University, United Kingdom, University of Washington, Bothell, USA, University of Zululand, KwaZulu-Natal, South Africa, and Eudoxia Research University, New Castle, USA for multiple academic activities. He has authored 24 books, contributed more than 130 Research Papers in reputed national and international journals with 28 years of rich experience in academia by holding several important roles at various levels.

Ms. Supriya Lamba Sahdev is a trained academic researcher with 11 years of experience in the field of Marketing and International Business. She is currently employed as an Assistant Professor in ISBR Business School, Bangalore, India. She has published several papers in reputed national and international journals.

Ms. Miranda Saikia is a vivid researcher with two years of experience in digital marketing. She is currently working on live projects in marketing research and is actively involved in research conferences and Symposiums.

Mr. Vansh Garg is an entrepreneur with more than five years of experience in supply chain marketing. He is actively involved in societal development projects for women empowerment and child education.