



From Product Value to Customer Retention: How Food Quality, Price Fairness, and Celebrity Endorsement Shape Trust, Satisfaction, and Repurchase Intention

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Abstract

This study examines how three customer-facing value signals—food quality, perceived price fairness, and celebrity endorsement—relate to trust, satisfaction, and repurchase intention in an emerging-market food context. Drawing on dynamic marketing capability and relationship marketing, the study treats these variables as customer-facing manifestations of a firm's capability configuration rather than as dynamic capabilities in isolation. A quantitative explanatory design was applied to 277 managerial professionals recruited through Indonesian manufacturing-firm directories from 3,375 e-mail invitations (8.2% response rate). Although the recruitment frame was organizational, the focal survey items were phrased in the first person and captured respondents' own evaluations of snack and soft-drink products; consequently, the analytical unit for the six focal constructs is the individual respondent. Covariance-based structural equation modelling with AMOS was used. The model shows acceptable fit ($\chi^2 = 152.509$, $p = .842$; CMIN/DF = 0.892; RMSEA = 0.001; GFI = 0.903; CFI = 1.000). Because the archived p -value column contained transcription inconsistencies, hypothesis significance was reconstructed transparently from the source-reported AMOS critical ratios using two-tailed normal probabilities, without altering the archived path estimates. All twelve hypothesized direct relationships met the $|CR| \geq 1.96$ criterion at $\alpha = .05$. The findings indicate that functional value, economic value, and symbolic communication value are jointly associated with relational evaluations and repeat-purchase intention. The study contributes by linking customer-facing manifestations of marketing capability with trust, satisfaction, and retention, while offering a resource-conscious marketing-innovation framework for food businesses and SMEs.

Keywords: marketing capability; food quality; price fairness; celebrity endorsement; trust;

1. Introduction

Food markets have become increasingly customer-driven, digitally visible, and competitive. Consumers can compare product attributes, prices, reviews, and promotional claims with limited search effort, while food businesses must simultaneously manage quality expectations, price

sensitivity, communication credibility, and customer retention. These conditions make marketing capability strategically important because firms must translate market knowledge and digital resources into customer value. Recent evidence shows that digital marketing capabilities can contribute to firm performance beyond traditional marketing capabilities, particularly when firms integrate customer orientation, market knowledge, and complementary capabilities (Homburg & Wielgos, 2022; Hoque et al., 2022; Wu et al., 2024; Zahara et al., 2023). For resource-constrained SMEs, marketing innovation can also emerge from recombining existing resources and market-facing practices rather than relying only on expensive technological change (Dwivedi et al., 2021).

Dynamic capability research emphasizes organizational capacity to sense environmental change, seize opportunities, and reconfigure resources. In marketing, this perspective has increasingly been operationalized through dynamic marketing capabilities that combine market orientation, brand management, new-product development, and customer relationship management (Hoque et al., 2022). Empirical evidence further indicates that dynamic capabilities support innovation through the recombination and orchestration of organizational resources (Farzaneh et al., 2022). Recent research on SMEs similarly shows that digital transformation can function as a capability-building process through which firms adapt business models, operations, and customer-facing activities (Wu et al., 2024).

Accordingly, this study does not treat food quality, perceived price fairness, or celebrity endorsement as dynamic capabilities in isolation. Instead, they are treated as customer-facing outcomes or manifestations of a firm's marketing-capability configuration. Food quality reflects the capacity to deliver consistent functional value; price fairness reflects the capacity to configure a credible economic exchange; and celebrity endorsement reflects the capacity to select and deploy symbolic communication resources. This customer-facing interpretation is consistent with contemporary marketing-capability research, which emphasizes the translation of organizational resources and market knowledge into customer value and performance (Homburg & Wielgos, 2022; Jyoti et al., 2024).

The food context is theoretically useful because customers cannot completely evaluate product performance before consumption. Taste, nutrition, variety, health, and safety therefore act as important signals of expected value and perceived risk. Recent food research confirms that product attributes, perceived quality, nutritional information, and safety-related cues can shape perceived quality and customer trust (Bai et al., 2023). In digital food settings, perceived food quality also contributes to favorable attitudes and purchase intention (Jabbour Al Maalouf et al., 2025). These characteristics make food an appropriate setting for examining how functional value becomes relationally meaningful.

Repurchase intention is an appropriate retention outcome because attracting a customer and retaining that customer require different managerial capabilities. A promotion may generate trial, but repeated purchase depends on whether customers experience value and develop confidence in the relationship. Contemporary evidence across food and digital commerce shows that satisfaction, trust, perceived value, service quality, and e-WOM are closely associated with continued patronage and repurchase intention (Dogra et al., 2023; Elverda et al., 2025; Sahranavard et al., 2024; Santoso & Ardianti, 2023). In Indonesian online food delivery, both trust and customer satisfaction are empirically associated with repurchase intention (Elverda et al., 2025).

Three gaps motivate this study. First, dynamic marketing capability research is commonly developed at the firm level, whereas the customer mechanisms through which capability configurations become visible in relational evaluations remain less integrated (Homburg & Wielgos, 2022; Hoque et al., 2022). Second, food studies frequently examine quality, price, or endorsement separately, leaving room to examine how functional, economic, and symbolic value

are considered together. Third, evidence connecting these customer-facing value dimensions with trust, satisfaction, and repurchase intention remains fragmented across food, social-commerce, and digital-service settings (Hride et al., 2022). The Indonesian setting therefore provides a useful emerging-market context for examining the proposed customer-oriented value configuration.

This study therefore asks: How do customer-facing manifestations of marketing capability in food products relate to repurchase intention through the relational evaluations of trust and satisfaction? The study contributes in three ways. First, it integrates functional, economic, and symbolic value within one retention framework. Second, it clarifies that the focal market-facing variables are manifestations of marketing capability rather than dynamic capabilities themselves. Third, it extends the marketing-innovation conversation toward downstream customer retention. The positioning is consistent with recent evidence that marketing capabilities, digital capabilities, and customer-oriented resources contribute to market performance and repeat-purchase outcomes (Elkhouday et al., 2026; Hazzam et al., 2024).

2. Literature Review

2.1 Dynamic Marketing Capability and Customer-Oriented Value

Dynamic capability research emphasizes sensing, seizing, and resource reconfiguration in changing environments. Recent marketing-capability research shows that dynamic marketing capability is better understood as a configuration of complementary capabilities rather than as a single isolated activity (Hoque et al., 2022). Digital marketing capability research similarly demonstrates that firms create value when digital capabilities complement established marketing capabilities and when organizations remain customer-oriented (Homburg & Wielgos, 2022). Research on innovation ambidexterity also indicates that dynamic capabilities can facilitate the recombination of knowledge and resources for innovation (Farzaneh et al., 2022).

The customer-oriented interpretation adopted here is deliberately narrower than a generic dynamic-capability construct. It asks how organizational capability becomes visible through the value experienced by customers. Product quality, price fairness, and endorsement are therefore treated as market-facing manifestations of capability. This distinction is consistent with contemporary capability research that emphasizes the configuration and complementarity of resources, digital capabilities, customer orientation, and marketing processes (Jyoti et al., 2024).

2.2 Food Quality

Food quality includes sensory, nutritional, variety, health, and safety-related evaluations. Quality is particularly important in food markets because consumers face uncertainty before consumption and rely on observable or experiential cues to infer expected value and risk. Recent evidence shows that food safety and nutritional attributes can influence perceived quality and customer trust, while perceived food quality remains relevant to purchase-related responses in digital food environments (Bai et al., 2023).

Food and retail research links perceived quality with trust, satisfaction, and repeat-purchase outcomes. In Indonesia, food-quality research has found significant relationships between food quality and satisfaction or repurchase intention, while broader food-commerce studies show that perceived benefits, risk, and quality contribute to repurchase-related evaluations (Dogra et al., 2023). In digital food contexts, perceived food quality also contributes to favorable attitudes and purchase intention (Jabbour Al Maalouf et al., 2025). Thus, food quality is expected to influence trust by reducing uncertainty, satisfaction by meeting expectations, and repurchase intention by lowering switching motivation.

H1. Food quality positively affects trust.

H2. Food quality positively affects satisfaction.

H3. Food quality positively affects repurchase intention.

2.3 Perceived Price Fairness

Consumers evaluate price relative to quality, competing alternatives, promotions, and perceived benefits. Recent evidence indicates that perceived price fairness is not equivalent to low price: consumers evaluate whether the economic exchange is reasonable relative to quality, benefits, and alternatives (Do et al., 2023). In Indonesian online food delivery, price perceptions are also associated with satisfaction and repurchase-related outcomes (Azizi et al., 2025). The indicators used in this study—price-quality congruence, discounts, affordability relative to competing brands, and satisfaction with price—are therefore interpreted as perceived price fairness/value rather than price alone.

Fair pricing can strengthen trust because a reasonable and transparent exchange reduces perceptions of opportunism. It can also increase satisfaction when customers believe that received benefits justify monetary sacrifice. Empirical studies in social commerce and cross-border e-commerce show that price fairness is connected to trust, satisfaction, loyalty, and repurchase-related outcomes (Do et al., 2023; Hride et al., 2022). Evidence from Indonesian food-delivery research likewise indicates that price fairness contributes to customer satisfaction and subsequent repurchase intention. Accordingly, price fairness is expected to support relational evaluations and repeat purchase.

H4. Perceived price fairness positively affects trust.

H5. Perceived price fairness positively affects satisfaction.

H6. Perceived price fairness positively affects repurchase intention.

2.4 Celebrity Endorsement

Celebrity endorsement uses an external communicator's expertise, credibility, attractiveness, and symbolic meaning to influence consumer responses. Recent food research demonstrates that celebrity endorsement can affect food-consumption behavior, while studies in digital and social-commerce environments emphasize the importance of credibility, expertise, trustworthiness, and product-endorser fit (Bennett et al., 2021; Calvo-Porrall et al., 2021; Puspita & Imronudin, 2022).

Recent digital endorsement research shows that trustworthiness and credibility remain central as firms experiment with celebrities, influencers, and virtual influencers. Evidence indicates that influencer credibility can strengthen trust and purchase-related responses, while authenticity, expertise, and perceived congruence shape the effectiveness of endorsed communication (Alcántara-Pilar et al., 2024; Garg & Bakshi, 2024; Liu & Zheng, 2024). The implication for the present model is that endorsement capability depends on selecting credible and congruent communicators rather than merely maximizing celebrity exposure.

H7. Celebrity endorsement positively affects trust.

H8. Celebrity endorsement positively affects satisfaction.

H9. Celebrity endorsement positively affects repurchase intention.

2.5 Trust, Satisfaction, and Repurchase Intention

Trust is central to relationship marketing because customers must believe that an exchange partner and its claims are reliable and non-opportunistic. Contemporary studies continue to demonstrate that trust is an important relational mechanism in digital commerce, food services, and social commerce, where information asymmetry and perceived risk can affect purchase continuity (Ginting et al., 2023). In food markets, trust is especially relevant because product quality, production processes, and health-related claims cannot always be fully inspected before purchase.

Satisfaction is the customer's overall evaluation of whether actual experience meets or exceeds prior expectations. Recent empirical research shows that satisfaction remains closely associated with repurchase intention in food, restaurant, and digital-service settings (Ahmed et al., 2023; Gao, 2025; Kuo et al., 2025). Satisfaction and trust are complementary: credible information and reliable performance can reduce uncertainty, while satisfactory experiences reinforce confidence in future exchanges.

Repurchase intention reflects the willingness to purchase the same product, brand, or service again based on prior experience. Recent studies in food, e-commerce, and digital platforms identify satisfaction, trust, perceived value, and service quality as important correlates of repeat-purchase intention (Sahranavard et al., 2024; Santoso & Ardianti, 2023). Therefore, trust is expected to strengthen satisfaction and directly support repurchase intention, while satisfaction should also increase repurchase intention.

H10. Trust positively affects satisfaction.

H11. Trust positively affects repurchase intention.

H12. Satisfaction positively affects repurchase intention.

3. Research Methodology

3.1 Research Design and Unit of Analysis

The study uses a quantitative explanatory design and deductive reasoning. Indonesia was selected as an emerging-market context characterized by heterogeneous industries and rapidly changing consumer expectations. The recruitment frame was organizational: invitations were distributed through Indonesian manufacturing-firm and managerial directories. However, the six focal constructs were measured with first-person consumer items referring to snack and soft-drink products (for example, 'I am satisfied after consuming these snacks/soft drinks' and 'I will repurchase the snacks/soft drinks'). Accordingly, the unit of observation and analysis for the focal marketing model is the individual managerial professional as a consumer respondent; firm and industry descriptors are used only to characterize the recruitment context. The results should therefore not be interpreted as firm-level measures of customer retention or as population estimates for all Indonesian consumers.

3.2 Sampling and Data Collection

Because no single comprehensive directory of Indonesian manufacturing organizations was available, the original study combined multiple sources, removed duplicate listings, and distributed e-mail invitations between February and July 2021. A total of 3,375 invitations were sent and 277 valid responses were obtained, producing an 8.2% response rate. Non-response bias was assessed by comparing early and late respondents on company age, company sales, and respondent experience; the archived study reported no discernible differences. The multi-source recruitment approach improves coverage but does not constitute probability sampling, so generalization should be made cautiously.

Characteristic	Category	Share
Gender	Female	64%
Gender	Male	36%
Age	35–45 years	80%
Education	Bachelor's degree	56%
Position	Middle manager	78%
Monthly income	< IDR 25 million	78%

The employment profile included textile manufacturing (25.5%), fast-moving consumer goods (17.0%), automotive/auto parts (4.3%), and chemical manufacturing (10.8%), among

other sectors. These percentages describe respondent employment sectors rather than the market shares of focal snack and soft-drink brands.

3.3 Measures

All focal constructs were measured using five-point Likert-type items. Food quality comprised taste, nutrition, variety, and health perceptions. Perceived price fairness/value comprised price-quality congruence, discounts, affordability relative to competing brands, and satisfaction with price. Celebrity endorsement comprised quality belief after observing the endorser, purchase interest after promotion, and perceived expertise. Trust measured belief in the product, belief in product quality, and honesty of product information. Satisfaction measured purchase-decision satisfaction, post-consumption satisfaction, expectation fulfilment, and post-purchase satisfaction. Repurchase intention measured willingness to repurchase, intention to return, and preference over competing brands. The theoretical meaning of the scales was refined in the revision to ensure alignment between the measured items and construct labels.

3.4 Data Analysis and Statistical Integrity

The original analysis used covariance-based structural equation modelling (CB-SEM) with AMOS and followed a two-step logic in which the measurement model was assessed before the structural model. Model fit was evaluated using chi-square probability, CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI. The archived RMR entry (0.507) was not used in the final model-fit judgment because it was inconsistent with the accompanying criterion and appears to be a transcription problem. AGFI is reported as a marginal rather than full fit index. The statistical procedures and reporting decisions in this paragraph describe the archived analysis and have not been replaced with a different estimation approach.

The archived structural table also contained p-values that were incompatible with the corresponding AMOS critical ratios. Because the AMOS critical ratio is asymptotically interpreted as a z statistic, two-tailed p-values were reconstructed directly from the reported CR values using $p = 2[1 - \Phi(|CR|)]$. No archived path estimate was altered. Hypotheses were considered statistically supported when $|CR| \geq 1.96$ and the reconstructed two-tailed p-value was below .05. The archived standard-error column was not used for effect-size comparisons because several entries were not internally consistent with the reported estimates and CR values. Consequently, this paper does not rank paths by coefficient magnitude; it interprets direction and statistical support only.

Composite reliability (CR) and average variance extracted (AVE) were recomputed from the reported standardized factor loadings using conventional formulas (Fornell & Larcker, 1981). Contemporary SEM reporting guidance also emphasizes that reliability and convergent-validity evidence should be interpreted jointly with the quality of the measurement indicators rather than as automatic proof of construct validity (Hair et al., 2022). Because the archived latent-correlation matrix and raw dataset were not available in the submitted source file, a new discriminant-validity test and a new post hoc common-method-variance statistic could not be reconstructed. All focal variables were self-reported in one survey; common-source bias therefore remains a limitation. The study also does not claim statistical mediation because complete indirect-effect output was not preserved in the archived summary.

4. Results and Discussion

4.1 Results

4.1.1 Measurement Model

The reported standardized loadings range from 0.490 to 0.842. Most indicators are above or close to 0.60, although several product, price, and satisfaction indicators are below that benchmark. The variety indicator for food quality is the lowest (0.490), whereas perceived

endorser expertise is the highest (0.842). The lower loadings are retained because they represent substantive dimensions of the constructs and because deleting them would not materially solve the broader convergence limitation. The measurement results should therefore be interpreted as acceptable for an archival explanatory model but not as evidence of uniformly strong convergent validity.

Construct	Indicator	Standardized loading
Food quality	Taste	0.670
Food quality	Nutrition	0.600
Food quality	Variety	0.490
Food quality	Health	0.588
Perceived price fairness	Price/quality congruence	0.693
Perceived price fairness	Discount	0.602
Perceived price fairness	Affordability	0.597
Perceived price fairness	Price satisfaction	0.553
Celebrity endorsement	Quality belief	0.605
Celebrity endorsement	Purchase interest	0.683
Celebrity endorsement	Expertise	0.842
Trust	Product belief	0.728
Trust	Quality belief	0.647
Trust	Honest information	0.742
Satisfaction	Purchase decision	0.693
Satisfaction	Consumption	0.630
Satisfaction	Expectation fulfilment	0.583
Satisfaction	Post-purchase satisfaction	0.702
Repurchase intention	Repurchase	0.738
Repurchase intention	Return	0.720
Repurchase intention	Preference	0.640

Construct	Composite reliability	AVE	Interpretation
Food quality	0.679	0.349	Marginal reliability; weak convergence
Perceived price fairness	0.706	0.376	Acceptable reliability; weak convergence
Celebrity endorsement	0.757	0.514	Acceptable reliability and convergence
Trust	0.749	0.500	Acceptable reliability; convergence at threshold
Satisfaction	0.748	0.427	Acceptable reliability; partial convergence
Repurchase intention	0.742	0.491	Acceptable reliability; near-threshold convergence

The recomputed statistics indicate acceptable internal consistency for five constructs and marginal reliability for food quality. AVE reaches or approximates the 0.50 threshold for celebrity endorsement, trust, and repurchase intention but is lower for food quality, price fairness, and satisfaction. These results are reported transparently and are treated as a measurement limitation rather than being overstated as full convergent validity. This cautious interpretation is

consistent with contemporary recommendations that construct-quality evidence should be evaluated holistically rather than from a single threshold alone (Hair et al., 2022).

4.1.2 Overall Model Fit

Index	Evaluation guideline	Archived output	Assessment
Chi-square	Smaller is preferable	152.509	Reported
Model probability	> 0.05	0.842	Fit
CMIN/DF	≤ 2.00	0.892	Fit
RMSEA	≤ 0.08	0.001	Fit
GFI	≥ 0.90	0.903	Fit
AGFI	≥ 0.90 preferred	0.869	Marginal
TLI	≥ 0.95	1.033	Excellent; values >1 may occur and are interpreted at the upper bound
CFI	≥ 0.95	1.000	Fit

Taken together, the primary indices support an acceptable structural model. RMSEA, CFI, CMIN/DF, and GFI indicate strong fit, while AGFI is marginal. The anomalous archived RMR value was excluded from the final fit judgment rather than being incorrectly classified as acceptable.

4.1.3 Structural Relationships

Hyp.	Relationship	Archived path estimate	CR	Reconstructed p	Decision
H1	Food quality → Trust	0.054	2.545	0.011	Supported
H2	Food quality → Satisfaction	2.169	2.650	0.008	Supported
H3	Food quality → Repurchase intention	5.835	4.791	<0.001	Supported
H4	Price fairness → Trust	2.044	3.012	0.003	Supported
H5	Price fairness → Satisfaction	1.975	2.005	0.045	Supported
H6	Price fairness → Repurchase intention	2.464	2.704	0.007	Supported
H7	Celebrity endorsement → Trust	1.735	2.450	0.014	Supported
H8	Celebrity endorsement → Satisfaction	1.395	2.011	0.044	Supported
H9	Celebrity endorsement → Repurchase intention	2.723	3.020	0.003	Supported
H10	Trust → Satisfaction	3.819	5.500	<0.001	Supported
H11	Trust → Repurchase intention	1.999	2.048	0.041	Supported
H12	Satisfaction → Repurchase intention	1.753	2.007	0.045	Supported

All twelve hypothesized direct relationships satisfy the CR-based significance criterion. Food quality, price fairness, and celebrity endorsement are each positively associated with trust, satisfaction, and repurchase intention. Trust is positively associated with satisfaction and repurchase intention, while satisfaction is also positively associated with repurchase intention.

Because the archived coefficients are unstandardized and the original standard-error column is not internally coherent, these estimates are not used to compare the relative strength of paths.

4.1.4 Relational Pattern of the Model

The structural pattern supports the proposed sequence from customer-facing value to relational evaluation and retention. Functional value (food quality), economic value (price fairness), and symbolic communication value (celebrity endorsement) are each related to customers' confidence and evaluation of the purchase experience. Trust and satisfaction are also directly related to repurchase intention. The pattern is consistent with the view that customer retention emerges from a coordinated value architecture rather than from one isolated marketing tactic. Because complete indirect-effect output was not available, this study deliberately avoids claiming formal mediation.

4.2 Discussion

The findings support a customer-oriented interpretation of marketing capability. Repurchase intention is associated with a bundle of functional, economic, symbolic, and relational value. Food quality represents what the product delivers, price fairness represents the perceived quality of the exchange, and celebrity endorsement represents how value is communicated and socially interpreted. Trust and satisfaction translate these observations into relational judgments that are themselves associated with continued purchase intention.

Food quality is positively related to trust, satisfaction, and repurchase intention. This result is consistent with the experiential nature of food consumption: customers cannot fully verify taste, nutrition, or health-related value before purchase, so satisfactory experiences can reduce uncertainty and strengthen confidence. Recent evidence identifies perceived food quality, nutritional and safety attributes, and perceived benefits as important for trust, satisfaction, and purchase or repurchase-related responses (Bai et al., 2023; Jabbour Al Maalouf et al., 2025). The managerial implication is that food quality should be treated as a retention capability, not merely as an operations metric.

Perceived price fairness is also positively related to trust, satisfaction, and repurchase intention. This reinforces the distinction between low price and fair value. Customers assess whether monetary sacrifice is justified by quality, benefits, discounts, and competing alternatives. Recent research links price fairness with satisfaction, trust, loyalty, and repurchase-related outcomes in social commerce, cross-border e-commerce, and Indonesian online food delivery (Azizi et al., 2025; Do et al., 2023; Elverda et al., 2025; Hride et al., 2022). The finding therefore supports interpreting price fairness as a relational value cue rather than simply as a price-level variable.

Celebrity endorsement is positively related to trust, satisfaction, and repurchase intention. This result should not be interpreted as evidence that celebrity popularity alone produces retention. Endorsement effectiveness depends on credibility, expertise, congruence, authenticity, and whether the communication aligns with the actual consumption experience. Research in food and digital influencer contexts supports the importance of these source characteristics for purchase-related responses (Alcántara-Pilar et al., 2024; Bennett et al., 2021; Calvo-Porral et al., 2021; Garg & Bakshi, 2024). The strategic implication is that endorsement should be managed as a capability for selecting and deploying credible symbolic resources.

Trust is positively related to both satisfaction and repurchase intention. This is theoretically important because trust captures confidence that the product and information are reliable, whereas satisfaction captures evaluation of the consumption experience. Recent empirical evidence in social commerce, e-commerce, and food services likewise identifies trust as an important predictor of satisfaction, loyalty, or repurchase-related outcomes (Elverda et al., 2025;

Ginting *et al.*, 2023; Hride *et al.*, 2022). The two constructs are therefore complementary rather than interchangeable.

Satisfaction is positively related to repurchase intention. Recent evidence across restaurants, food delivery, and online food ordering consistently shows that satisfaction is associated with future patronage and repeat-purchase intention (Ahmed *et al.*, 2023; Dogra *et al.*, 2023). For managers, satisfaction should therefore be integrated into the market-learning loop: product, price, and communication decisions should be evaluated not only by immediate conversion but also by post-purchase feedback and repeat behavior.

The theoretical contribution is a more precise bridge between dynamic marketing capability and customer response. The study does not claim that food quality, price fairness, or endorsement are dynamic capabilities in isolation. Rather, it argues that organizational marketing capability becomes visible to customers through the firm's ability to configure functional, economic, and symbolic value coherently. This interpretation is consistent with contemporary research on dynamic marketing capability and digital marketing capability, which emphasizes capability configurations, customer orientation, complementarity, and market performance (Farzaneh *et al.*, 2022; Hoque *et al.*, 2022; Jyoti *et al.*, 2024).

The study also contributes to marketing innovation. Innovation does not always require radical technology or a completely new product. SMEs and food businesses can innovate by recombining existing resources into a coherent customer-value architecture. Quality improvement, transparent price-value design, credible creator selection, and systematic customer feedback can jointly form a marketing innovation system. This interpretation is supported by evidence that marketing innovation and digital capability can improve SME viability and performance under resource constraints (Dwivedi *et al.*, 2021; Elkhoudary *et al.*, 2026; Zahara *et al.*, 2023).

4.2.1 Marketing Innovation and Managerial Implications

First, food firms should treat quality as a retention capability. Taste consistency, nutritional information, variety, health-related attributes, and safety communication should be monitored through customer feedback and connected to product-development decisions. The objective is not only to meet technical specifications but also to maintain the reliability cues that sustain customer confidence (Bai *et al.*, 2023; Jabbour Al Maalouf *et al.*, 2025).

Second, pricing should be managed through fairness and value transparency. The strategic objective is not necessarily to become the lowest-priced seller but to maintain a credible relationship between price, quality, benefits, and competing alternatives. Evidence from social commerce and food-delivery settings supports the managerial relevance of price fairness for satisfaction, trust, and repeat-purchase outcomes (Azizi *et al.*, 2025; Hride *et al.*, 2022).

Third, celebrity or creator endorsement should be selected on credibility, expertise, product fit, authenticity, and audience relevance. The promoted experience must match actual product performance. If communication creates expectations that the product cannot fulfil, endorsement may increase trial while simultaneously weakening trust and long-run retention. Recent influencer research reinforces the importance of credibility, expertise, authenticity, and congruence in purchase-related responses (Garg & Bakshi, 2024; Liu & Zheng, 2024).

Fourth, trust and satisfaction should be monitored as relationship KPIs. Trust can be assessed through product confidence, information honesty, complaint handling, and consistency between claims and experience. Satisfaction should be embedded in customer-feedback systems so that post-purchase evaluations inform product, price, and communication decisions. Research across food and digital commerce supports the relevance of trust and satisfaction for continued patronage (Dogra *et al.*, 2023; Ginting *et al.*, 2023).

For SMEs, the framework offers a resource-conscious pathway to marketing innovation. Firms do not need large technology budgets to improve retention; they can create value by coordinating quality management, transparent price-value communication, credible endorsers, and systematic customer learning. Recent SME research emphasizes that digital and marketing capabilities can create performance benefits when they are integrated with market orientation, customer relationship capabilities, and existing resources (Dwivedi et al., 2021; Hazzam et al., 2024; Wu et al., 2024). The key managerial principle is coherence: each customer-facing element should reinforce, rather than contradict, the others.

5. Conclusion

This study develops a customer-oriented marketing-capability framework linking food quality, perceived price fairness, celebrity endorsement, trust, satisfaction, and repurchase intention. Using archival CB-SEM results from 277 Indonesian managerial professionals who responded as individual consumers of focal snack and soft-drink products, the revised analysis shows that all twelve proposed direct relationships satisfy the CR-based significance criterion. The model therefore supports the view that functional, economic, symbolic, and relational value are jointly associated with repeat-purchase intention.

The theoretical contribution lies in clarifying the boundary between dynamic marketing capability and its customer-facing manifestations. Product quality, price configuration, and endorsement are not labelled as capabilities in isolation; they are interpreted as outcomes of the firm's capacity to configure market-facing value. Trust and satisfaction represent relational evaluations through which this configuration becomes relevant to customer retention, although formal mediation is not claimed because complete indirect-effect output was not available.

The practical contribution is that food businesses should manage quality, price, and communication as a coherent system rather than as independent tactics. Marketing innovation can emerge from this recombination even without radical technological change. For SMEs, this provides a feasible route to retention through disciplined quality management, fair pricing, credible communication, and continuous customer feedback. Future research should replicate the model using consumer samples recruited directly from food retail, packaged-food, restaurant, convenience-store, and online food-delivery contexts. Studies should use stronger measurement scales, preserve full CFA and latent-correlation outputs, assess discriminant validity and common-method variance, and apply bootstrap mediation. Longitudinal designs could examine whether changes in quality, price fairness, and communication precede changes in trust, satisfaction, and actual repeat purchase. Multi-group analysis could also compare offline and digital channels, generations, product categories, and SME versus large-brand contexts.

6. Declarations

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability

The questionnaire, archived statistical summary outputs, and the calculation logic used to reconstruct the CR-based two-tailed p-values in this revision are available from the corresponding author upon reasonable request, subject to confidentiality and record availability.

Declaration of Generative AI and AI-Assisted Technologies

During preparation of the revised manuscript, generative AI tools were used to assist with language editing, structural refinement, and journal-format alignment. The authors reviewed and

edited the resulting text and take full responsibility for the accuracy, integrity, and interpretation of the manuscript.

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