

FROM SHELF TO SELFIE: HOW SOCIAL MEDIA SHAPES THE BAKERY CAFÉ EXPERIENCE

Muhammad Shafique

*PhD Scholar, Department of Management Sciences, Institute of Business, Management and
Administrative Sciences, The Islamia University of Bahawalpur. Pakistan*

Corresponding Email: shafique.ltc@gmail.com

Dr. Muhammad Shafiq

*Assistant Professor, Department of Project and Operations management, The Islamia
University of Bahawalpur. Pakistan*

Dr. Sonia Nazeer

*Adjunct Faculty, Department of Project and Operations management, The Islamia
University of Bahawalpur. Pakistan*

ABSTRACT

Purpose: Bakery cafés offer more variety than traditional bakeries but less selection than full-service restaurants. The aim of the paper is to study role of social media in promotion of brand image of bakery cafes. This study investigates five bakery attributes—Unique Selling Proposition, Food Quality, Innovative Flavours, Service Quality and Ambience for their role in promotion of brand image of Bakery Cafes.

Design/Methodology: Using a quantitative technique, data is collected through survey from a sample of 578 volunteer customers and analysis are performed using SmartPLS4.

Findings: The study found the positive t and p values of Unique Selling Proposition (0.195, $p=0.000$); Food Quality (0.149, $p=0.000$); Innovative Flavours (0.124, $p=0.000$); Service Quality (0.118, $p=0.002$) and Ambience (0.201, $p=0.000$) which demonstrated that all bakery attributes have significant positive effect on promotion of brand image of Bakery Cafes and consumers have a positive perception of bakery cafes. Social media partially mediates relationship between attributes and perception of bakery cafes. Combined IPMA-NCA analysis indicates significant gap between customers' perceived importance vis-a-vis displayed performance in service quality and unique selling proposition.

Theoretical/ Practical Implications: To promote the brand image of bakery cafes, managers and owners need to optimize performance of service quality, ambience, innovative flavours and unique selling proposition. Managers and bakery owners may benefit from these findings to better understand the needs and preferences of their customers and make informed decisions about their business strategies.

NBR

NUST Business Review

ID: NBR080103

Vol. 08 (01)

07, 2026

pp. 24-51

[DOI:10.37435/nbr.v8i1.152](https://doi.org/10.37435/nbr.v8i1.152)

This work is licensed
under a Creative
Commons Attribution 4.0
International License.



Originality: This paper explores the evolving role of social media in shaping the brand image of bakery cafes, a sector that blends hospitality, customer experience, and digital interaction in novel ways.

Keywords: Unique Selling Proposition, Food Quality, Innovative Flavours, Service Quality, Ambience, Social Media, and Promotion of Brand Image of Bakery Cafes.

Paper type: Research Paper

INTRODUCTION

Bakeries have gone through a huge transformation to meet the growing customer needs and expectations. Diverse range of bakeries include; Bakery Café, Gourmet Bakery, Wedding Cake Bakery, Bread Bakery, Cupcakery, Pastry Shop and Bakery Food Truck; each having distinct variety of their specialties (Martinez, 2025). Bakery Café is a gradually growing concept in many countries and such bakery cafés have been established in mega cities (Khalid, 2018). Bakery Cafes are emerging trend in the hospitality market as Corner Bakery Café has been established as a brand in Dallas, USA (PR Newswire, 2024). Many such outlets are establishing their businesses in mega cities of Pakistan as well, like “Loafology” in Islamabad and “Pie in the Sky” in Karachi. A bakery café is distinguished from other such establishments for providing a sitting space for consuming the eateries at neatly arranged space (Basulescu & Mutiu, 2020). Instead of going to huge hotels crowded with variety of people; one finds comfort to sit and chat with friends in quiet, cozy and elegant place (Slice of Life, 2025). It provides a degree on exclusiveness as well as privacy. Moreover, they are economical as well; where purpose is to sit with friends, have gossip and leisure time instead of having heavy course meals.

The most significant marketing quality factor that affects bakery quality and loyalty is people. In today's hospitality environment, the adage "getting it right the first time" still holds true (McDougall and Levesque, 2000). First impressions are what people remember; therefore, it would be beneficial for bakery to anticipate how many customers will make decision, especially those who evaluate many bakery-related factors before choosing where to eat. Both tangible and intangible parts of consumers' consumption experiences are tied to their overall evaluation (Walter et al., 2010).

Unique selling proposition invariably effects the selection of bakery by attracting the consumers with its unique product which no competitor has (Optimizely, 2025). This is the main source for the consumers to insist for this particular bakery brand. Food variety and quality for instance, are considered critical during festivities or professional events; location becomes crucial where convenience is primary consideration; brand is important during vacation events or conferences for business purpose; and most frequently ambience is a crucial consideration (Pedraja and Yagüe, 2001). Customer perceptions are highly influenced by the cuisine quality, hygiene and sanitation of dining zone and friendliness of the staff (Duarte et al., 2013). Relevance of ambience, in certain circumstances is deemed to be more significant than the weight given to the food variety in evaluation by customers (Pohl et al., 2009 cited by

Shahzadi et al., 2018). The element which lowers tendency of consumers to complain, post unfavourable remarks on social media and their intentions to leave is delivery of good services (Koc et al., 2017). Therefore, these bakery attributes play an important role in attracting more people, seeking and developing their loyalty and contributing towards brand image.

Traditional bakeries provide a broad variety of baked products such as bread, cookies, cakes, and pastries. Bakeries have traditionally played a significant role in the country's food culture and building cultural bridges (Prasad, 2023). Many bakeries now provide dine-in options to consumers in addition to takeaway options. Bakery industry is growing rapidly across the globe (Farrelly, 2024). The general public's knowledge of developed-world eating standards has grown over time and people are now more conscious about cuisine quality, healthier products, plant based organic diet, reduced sugar, service quality and atmosphere at bakeries (Farrelly, 2024). Regarding all these traits, different people grade them to varying degrees. Some people value and expect pleasant ambiance of location, some prefer meal quality whereas others may prioritize variety of menu and flavours (Patel, 2023).

During recent years, bakery cafes, which offer upscale and lavish experience, have grown in popularity in many countries (Daily Mail, 2022). In order to appeal to a more affluent and discriminating clientele, these bakery cafes provide a variety of high quality baked items, frequently with distinctive and original tastes. Consumers are using smart technologies including AI to get latest updates on calories and nutritious value of eateries as per their taste (bakeryandsnacks.com, 2021). While on the other hand AI is also negatively impacting the customers' pro environmental practices (Guan et al., 2024). However, generative AI is helping management operations including HR management, accounting, designing, marketing and beyond (Dogru et al., 2023). Similarly, social media has an important role in promotion of brand image (Ebrahim, 2020). It also provides space for customers to add reviews and share their experiences thus enticing others to visit same bakery (Chuang et al., 2020). People love to share what and where they ate last and share their joy with others. Bakery Cafes, despite being increasingly popular in many countries, research on promotion of brand image of bakery cafes through social media is lacking. By examining role of social media in promotion of bakery cafes, this study seeks to add knowledge to this field and offer practical steps for managers and bakery owners to improve their business strategies for promotion of their businesses.

Following questions have been investigated in the study: -

- RQ1:** What are the attributes which influence the promotion of brand image of bakery cafes?
- RQ2:** Does social media influence the promotion of brand image of bakery cafes?
- RQ3:** Does social media mediate relationship between attributes and promotion of brand image of bakery cafes?
- RQ4:** What are the customers' perceptions regarding importance and performance of bakery cafes' attributes?

LITERATURE REVIEW

Comprehensive review of available literature has been carried out for bakery industry with an emphasis on attributes, social media influence and brand image of bakery cafes. Traditional sweets and salty snacks have long been preferred by consumers but this preference is changing as the bakery café business is also developing. As more individuals look for high-quality baked products for celebrations and everyday consumption, bakeries are gradually growing in popularity (Statista.com, 2025). Consumers prioritize unique selling proposition, freshness, flavour, service and hygiene when choosing a bakery, underscoring their enhanced awareness level.

Bakery Cafés are now becoming popular in culinary field than the restaurants (Tastetomorrow, 2024). Diverse menu range provides unique products and hold a sacrosanct menu card. Bakery Cafes provide baked items, soup, salads, coffee and sandwiches all under one roof. Gourmet bakeries provide special cakes and pastries; Wedding bakeries provide wedding and special occasion cakes; Bread bakeries are devoted to provide perfectly crafted crusty breads; Cupcakery offer hand held cupcakes; Pastry shops provide intricate delicacies of patisseries of French origin and Bakery food truck is mobile bakery at your door step (Martinez, 2025). Bakery Cafes are gradually spreading their network in all big cities. Pie in the sky, Loafology bakery & café, Em En caffe, Ring a bell bakery & café, Paul bakery & café, Café mocha & the bakery and Theatre live bakery & café are operating in different cities of Pakistan (Loafology, 2025). Bakery Café brand is becoming so much popular that Khudee bakery & café is being operated by differently abled people in Karachi, Pakistan (Khudeebykvt, 2025).

Bakery industry is becoming competitive and both urban and rural areas are home to several small and medium-sized establishments. From 2025-2030, forecast for increase in the market for baked products is 6.72% CAGR (compound annual growth rate) (Statista.com, 2025). This trend is perhaps driven by changing consumer tastes, and growing popularity of overseas bakery chains spread through social media. The need for innovation and product uniqueness for bakery businesses seeking to stand out in a competitive market is further highlighted by this rising trend.

Bakery operators confront a variety of difficulties, including growing input costs, financing availability issues and a lack of readily available tools for doing market research. SMEs (small and medium enterprises) including many bakery owners rely on unofficial funding sources since they have trouble getting bank loans, which limits their ability to invest in new equipment and expand their businesses (Mahmood, 2022). The bakery operators lack the market research expertise or thoroughly researched data required to spot and seize fresh business prospects including efficiency enhancing techniques and data analytics (Goncharuk, 2023).

Effect of Bakery Attributes on Promotion of Brand Image of Bakery Cafes

Consumers first “eat with the eyes” then seek for familiarity, explore new tastes and flavours (Patel, 2023). Customers judge a bakery's quality based on four focus areas

or advertising features. These areas include the physical environment, display, food items and most important are people themselves. These factors have a big impact on how they behave after making a purchase (Kukanja et al., 2017). Using the terms like technical quality (functional cues), nonhuman features (mechanic cues) and behaviour (human signals) Berry et al. (2002) proposed 3 service experience characteristics including bakery's cuisine, service, and ambiance. These bakery attributes include but not limited to Unique Selling Proposition, Food Quality, Innovative Flavours, Service Quality and Ambience (Corvin Designs, 2025; Namkung & Jang, 2007; Sulek & Hensley, 2004; Kivela et al., 1999; Saad Andaleeb & Conway, 2006; Ryu & Jang, 2007; Liu & Jang, 2009; Oliver, 1980).

Unique Selling Proposition

It is a unique aspect of the bakery café which may include baking technique, special ingredient, quality, price, service or a signature product. It is also called unique selling point. To develop an impressive bakery café brand, it is imperative to create its unique selling proposition (Corvin Designs, 2025). USP helps the bakery café to stand out from others and encourages the consumers to choose and insist for your products only. It is such a feature or product which other competitors don't have or offer. Therefore, its recipe, ingredient, technique, or special feature is always kept secret and never shared with anyone else. It is also very important factor to ensure constant struggle for optimal growth by the bakery (Optimizely, 2025). It has to be a dynamic feature which should be able to develop and evolve over period of time to remain current and trendy in competitive business environment. USP is like a "purple cow" which stands out in herd of cows (Godin, 2003). It should be such a unique feature which stands tall enough from others to be recognized by all. In today's e-commerce world apps, social media, advertising and digital marketing play important role in promotion of USP (Optimizely, 2025). USP is one of the effective ways of brand imaging and marketing as well (Faster Capital, 2024). USP needs to continuously evolve to adapt to ever changing market trends and customer behaviors and meet personalized requirements. A strong USP enhance the promotion and performance of brand, gains customer loyalty and market share (Majka, 2024). Similarly, in absence of any USP, it would be difficult to have these advantages and owners may have to find additional measures for promotion of their bakery café.

Therefore, we may say that unique selling proposition is one of the key attributes of any bakery café which can attract more customers, makes it famous and stand out amongst others, seeks to improve loyalty and promotes it as a brand.

Hypothesis 1: *Unique selling proposition positively influences the promotion of brand image of bakery cafes.*

Food Quality

The high quality baked food items are an important factor on which customers rely while choosing any bakery. According to Ramanathan et al. (2016), cuisine effects the

customer satisfaction the most. Therefore, food quality stands out as an important attribute which attracts the customers and seeks to enhance their loyalty. Ambience, service and pricing come after the cuisine. Moreover, Sulek and Hensley (2004), suggest that it is widely acknowledged as a key element affecting patron pleasure and improves the overall goodwill for the establishment. Additionally, the quality of the cuisine leaves a favourable effect on both eagerness to make more payment and expenditure by customer (Njite et al., 2015). It is a human nature that once he is happy with the meal, he is ready to pay more, happily.

According to Trimigno et al. (2015), many complicated elements are there which affect quality of food, such as its physical, compositional and microbiological characteristics, changes brought through technical procedures or safety, type of storage used and value of nutrition. Customers eat with their eyes first, thus by merely altering the visual arrangement of the food components of the meal, the experience of eating, may be with same menu could possibly be considerably improved or lessened (Michel et al., 2015). Therefore, notwithstanding the taste of food, the presentation of food also matters a lot. The Following food quality characteristics are frequently important: -

- *Food freshness*
- *Portion size*
- *Menu diversity*
- *Food presentation*
- *Food flavour*
- *Food temperature*

Quality of food offered at bakeries effects dining experience which influences the promotion of brand image of bakery cafes. Given that food quality directly impacts customer satisfaction, it logically follows that high-quality food offerings at bakery cafes may positively influence the promotion of the brand image. A bakery that consistently offers fresh, flavorful, and visually appealing baked goods is likely to establish a positive brand reputation, leading to increased customer loyalty and potential for brand advocacy.

Therefore, the hypothesis is grounded below in the understanding that food quality is a key driver of customer satisfaction, brand perception, and overall business success in the bakery industry.

Hypothesis 2: *Food quality of baked items positively influences the promotion of brand image of bakery cafes.*

Innovative Flavours

Customer pleasure is significantly predicted by meal presentation, flavour, taste, and healthy alternatives (Namkung and Jang, 2007). Customers are now more conscious about healthy alternatives in form of organic food, calorie quantities and environmentally friendly options. In addition to these distinct characteristics, "food safety" is a significant indicator of food quality since customers are more likely to

spend more at bakery that have it than those that don't (Jubayer, 2020). Over the past decade food safety has gained much importance in the bakery industry. Flavours can be searched from across the globe and ordered as per one's taste. So customization in flavours has added a new layer of innovation in this industry. The innovative flavours and practices directly affect customers' dining experience by meeting their dining perceptions (Sharma, 2022). Items in shape of different bars and crackers are innovations in serving. Flavours enhance taste, create unique profiles, increase their appeal and meet requirements for indulgence as well as health (Chouksey, 2024). Protein or energy bars are, on the go things which have lot of nutrition value as well as taste. Innovations are also used in flavouring products for sugar free items. They have large room for innovation to stage the promotion of their brand. Main points to consider in the innovations are: -

- *Nutritious food alternatives*
- *Range of food options*
- *Food serving*
- *Food variety*
- *Fragrance*

Innovative flavours including exotic fruit and floral flavours etc are growing and they ensure that customers should always find new tastes and fragrances (Chouksey, 2024). Innovations in presentation of food, taste, safety, healthier substitutes and addition of new flavours attracts the customer's attention leading to brand appeal/promotion. Therefore, we may say that innovative flavours add to customers' happiness, dining experience and satisfaction which influences the promotion of brand image of bakery cafes.

Hypothesis 3: *Innovative flavors of food positively influence the promotion of brand image of bakery cafes.*

Service Quality

Quality of Service is not the only factor that determines the response of customers and bakery lovers. The way and mannerism in which the service is being done; is very important dimension to measure the quality. The satisfaction of customers is also visible and measurable by the quality of service in the bakeries (Giebelhausen et al., 2016). Service quality standards are important indicators of loyalty and satisfaction of customers (Izogo and Ogba, 2015). Customer satisfaction positively influences the brand image. Higher the customer satisfaction level, higher would be the brand image and vice versa (Widodo et al., 2023). Service quality also influences the dining experience of customers (Ladhari et al., 2008). The environment of engagement of staff including general information, expectations for rewards and professional knowledge are contributing factors for increase or decrease in customers' perceptions of quality of service (Mathe & Slevitch, 2013). The service quality has a significant impact on the satisfaction of customers, their loyalty and also influences the brand image (Chaniago, 2016). Innovations in service improvement like introduction of robotic technology is

enhancing service improvisations and setting new standards of service excellence (Hu et al., 2025). Service quality by well trained staff also influences the brand equity by increasing loyal customers and ensuring their revisit again and again (Mitchell, 2023). Moreover, customers purchasing intentions are also influenced by the service quality and brand image. Following qualities of staff and service are important and always pay rich dividends: -

- *Attentive and kind staff*
- *Well-informed staff*
- *Requested meal served*
- *Accurate checking of bill*
- *Dependable / speedy serving*
- *Clean and well-groomed staff*

Sometimes service quality gains added importance on food quality or ambiance as it adds towards overall friendliness of the place. Apart from the food quality customers do remember the mannerism and service quality of highly trained and efficient staff. It increases the customers' loyalty by enhancing the chances of their revisit and may contribute towards promotion of brand image of bakery cafes.

Hypothesis 4: *Service quality of staff positively influences the promotion of brand image of bakery cafes.*

Ambience

Ambiance in simple terms may be defined as feeling about a place which include but not limited to elegant décor, lighting, music, aroma, feeling of relaxation and provide multi-sensory attraction (Roumeliotis, 2018). Ambiance is the first thing by which any incoming customer makes an impression about the bakery. Customers make their opinion about likes or dislikes simply by observing the operating mechanism, atmosphere and ambiance of bakery (Chiasson, 2015). Improvement in the food quality only, may not guarantee customer satisfaction (Horng et al., 2013) as most customers emphasize that overall atmosphere is important. But Barber et al. (2011), argue that quality and standard of cleanliness have a significant impact on perception of quality of any bakery. According to Njite et al. (2015), if we enhance the ambiance, it will increase the loyalty and customers will willingly pay and spend more. Ambiance has a significant impact on customer's happiness in high quality dining. Ryu and Jang (2007), say that following has significant effect on their demonstrated performance and it also indirectly influences the customers' opinion: -

- *Aroma and authentic atmosphere*
- *Interior decoration and architecture*
- *Illumination*
- *Music*
- *Cozy and suitable room temperature*
- *Environmental sterility*

Excellent ambiance infuses lot of positive energy which is manifested in the form of happy and satisfied clientele. Good ambiance has a magnetic effect on emotions of customers. Once people get emotional attachment with a bakery, they become loyal customers (De-sant, 2020). Phenomena of creating a beautiful and healthy physical environment have drawn increased interest from academics and hotel management as it is essential for drawing customer satisfaction and keeping clients loyal (Ryu & Han, 2011). Ambiance is excellent tool to market the products and promote the brands. Once human senses are aesthetically connected with the brand and image, it will induce customers to choose a brand over the others (Roumeliotis, 2018). Ambiance enhances customers' dining experience leading to customer satisfaction, brand loyalty which contributes towards the promotion of brand image of bakery cafes.

Hypothesis 5: *Ambiance positively influences the promotion of brand image of bakery cafes.*

Hypothesis 6: *Unique Selling Proposition, Food Quality, Innovative Flavors, Service Quality and Ambiance positively collectively influences the promotion of brand image of bakery cafes.*

Social Media

Social media is a content sharing medium which includes different web tools, applications and platforms including X, Instagram, WhatsApp, YouTube, LinkedIn and Meta (Chueng et al., 2020 & Kemp, 2020). Marketing through social media is very effective to attract consumers (Ebrahim, 2020). Social media has become one of the most potent tool of marketing which is highly effective and economical as well. Communication through social media enables the establishments to personally interact with the consumers to give a personalized attention to make adjustments as per their desires. It creates brand awareness and promotes brand image (Godey et al., 2016). Social media also provides a space to share experiences with others about brands which adds to brand's awareness and popularity by attracting customers to buy from same brand (Chueng et al., 2020). Comments, updates, photos, customer feedback and personal experiences shared on social media act like Word of Mouth by electronic means with great credibility and motivates new customers (Sijoria et al., 2018). This increases the brand popularity manifold with compatible share of business and revenues. Therefore, social media not only promotes brand image but expands the business as well. Social media also adds trendiness by keeping the web pages updated all the time which provide latest information about brand and its latest products (Godey et al., 2016). Aesthetically managed content and social bonding of a brand enhance customers' curiosity which increases brand engagement of customers (Lee, 2024). In this way community engagement increases which contributes towards increase in loyalty membership and brand engagement.

Social media is an effective tool which can significantly enhance the growth of bakery by community engagement, promoting new products and attracting new clientele by visually appealing content on different platforms (Levin, 2025). It can also be ensured

that same content is shared across all platforms thus enhancing uniform outreach of the brand. Social media is effective medium through which consumers share their experiences (either good or bad) which influence the awareness and popularity of brand image of bakery cafés.

Hypothesis 7: *Social media mediate the relationship between bakery attributes and the promotion of brand image of bakery cafes.*

Promotion of Brand Image of Bakery Cafes

The impression of brand which customers may hold is called brand image. This is the way consumers interpret quality or special features of product or service (Chatterjee & Basu, 2020). The image speaks about the quality; special features and the standards being held by the product. It is also related to the perception and feedback by the customers. The reviews of consumers also impact on the brand image (Chakraborty & Bhat, 2018). The readiness and firm commitment of consumers to buy again the product of same brand is customer loyalty. In simple terms it may be called as regular customer (Dick & Basu, 1994).

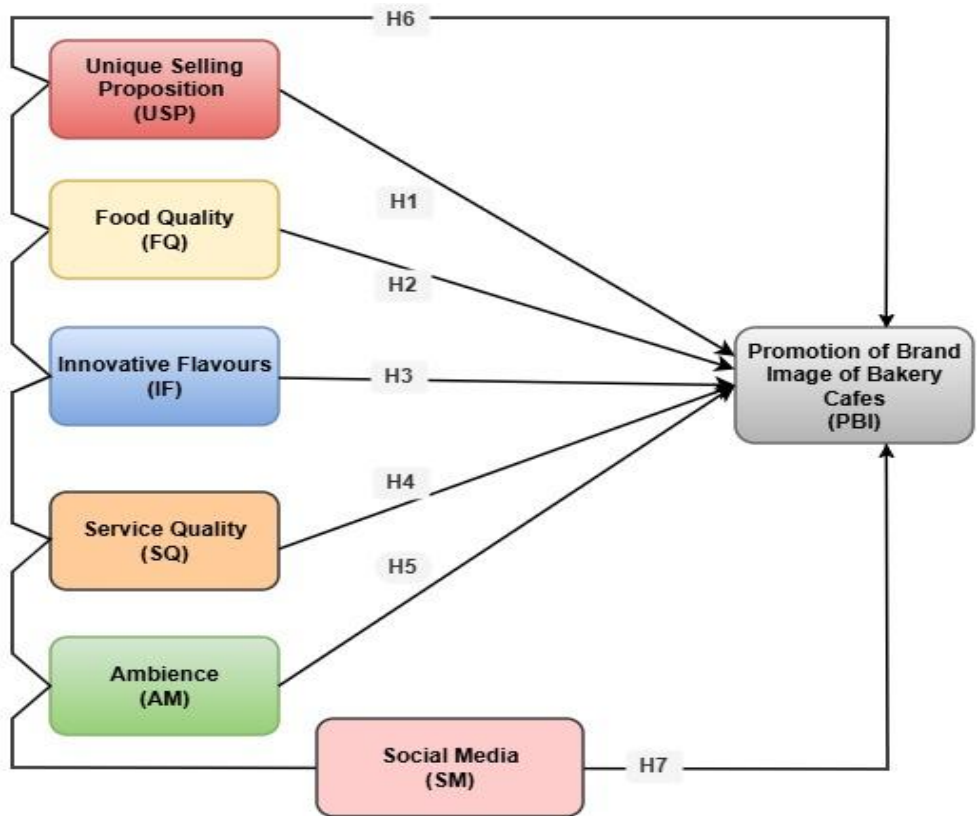
Customer satisfaction is exhibited by repurchase of same product from same outlet, word of mouth for appreciation or complain and referrals to others (Kotler & Keller, 2016). Customers' behaviour to visit same bakery again and recommending it to someone else also depends on the level of satisfaction gained and their past experience (Han & Kim, 2009). If the customers are satisfied from the products, the company also enjoys many benefits in terms of increased sales and reputation (SuccessCoaching, 2024). Therefore, bakeries need to formulate the policies and practices which ensure customers' satisfaction and keep them engaged for their continuous visits to these establishments (Hsiao et al., 2016). New customers are also attracted and influenced by satisfaction of existing customers (Barber et al., 2011). Customer satisfaction or their happiness has a direct positive effect on brand image and its promotion (Widodo et al., 2023).

Development of amiable brand identity is important for promotion of any brand. It may be in form of USP or special service or baking technique or even special floral or lighting arrangements for ambiance. Similarly, branding requires consistent effort. It includes consistency in themes at storefront design, interior, packaging, website and social media (Redfork, 2023). Quality of products, engagement through social media, strong involvement with community, unique selling proposition, engaging environment, mouth-watering flavours and memorable customer experience result in assured promotion of brand image of bakery (Redfork, 2023 & Samuel, 2023).

Conceptual Framework

Basing on the identified factors and their mutual relationships, following framework has been developed: -

Figure 1: Conceptual Framework (Source – Authors)



METHODOLOGY

Explanatory design, deductive approach and quantitative method have been employed for the study. It is a cross-sectional study. Four well reputed bakery cafes were selected on the basis of reputation located at Karachi, Pakistan. Frequently visiting customers were randomly selected. Survey was done using a non-probability convenience sample of 600 willing consumers. Same technique was used by Saad Andaleeb and Conway (2006) and Namkung and Jang (2007) for studying food and customer related attributes in different countries. Large sample size was selected keeping in view convenience of availability and to ensure broad based response. Data was collected through questionnaire administered through an enumerator. Apart from demographic details questionnaire consisted questions on 5 point Likert Scale being less confusing with good response (Revilla et al., 2014) and having high reliability (Jenkins & Taber, 1977). Customers' opinion regarding brand image of bakery cafes was measured from 1 for "Strongly Disagree" to 5 for "Strongly Agree". Items to measure different attributes of unique selling proposition, food, flavours, service and ambience for bakeries were adapted from different studies (Namkung & Jang, 2007; Sulek & Hensley, 2004; Kivela et al., 1999;

Saad Andaleeb & Conway, 2006; Ryu & Jang, 2007; Liu & Jang, 2009; Oliver, 1980; Corvin Designs, 2025).

RESULTS AND ANALYSIS

Data analysis was carried out using SmartPLS4. Questionnaire for survey was distributed to 600 respondents. 22 responses were rejected being incomplete or during data screening. Data of 578 respondents was used to conduct the analysis. Data is available with the authors. Detailed results and analysis is covered in succeeding paragraphs.

Demographic Profile

Table 1: Demographic Profile of Respondents

Category	Frequency	Percent	Cumulative Percent
Gender			
Male	352	60.90	60.90
Female	226	39.10	100
Total	578	100	100
Marital Status			
Unmarried	148	25.60	25.60
Married	430	74.40	100
Total	578	100	100
Age Profile			
< 18 Years	75	12.98	12.98
18 to 35 Years	147	25.43	38.41
36 to 50 Years	252	43.60	82.01
Over 50 Years	104	17.99	100
Total	578	100	100
Education			
Under Graduate	182	31.49	31.49
Graduate	204	35.29	66.78
Master	136	23.53	90.31
M. Phil or more	56	9.69	100
Total	578	100	100
Occupation			
Employee (Public)	123	21.28	21.28
Employee (Private)	169	29.24	50.52
Own Business	96	16.60	67.12
House Wife	75	12.98	80.01
Student	115	19.90	100
Total	578	100	100

Why Do You Visit This Bakery?			
Unique Selling Proposition	171	29.59	29.59
Food Quality	101	17.47	47.06
Innovative Flavors	70	12.11	59.17
Service Quality	57	9.86	69.03
Ambience	139	24.05	93.08
Affordable Price	40	6.92	100
Total	578	100	100

Sample data indicates 60.90 percent male and 39.10 percent female. 74.40 percent were married and 25.60 percent were unmarried. 12.98 percent respondents were below 18 years of age, 25.43 percent were 18-35 years, 43.60 percent 36-50 years and 17.99 percent were over 50 years of age. Overall 87.02 percent respondents were from above 18 years of age.

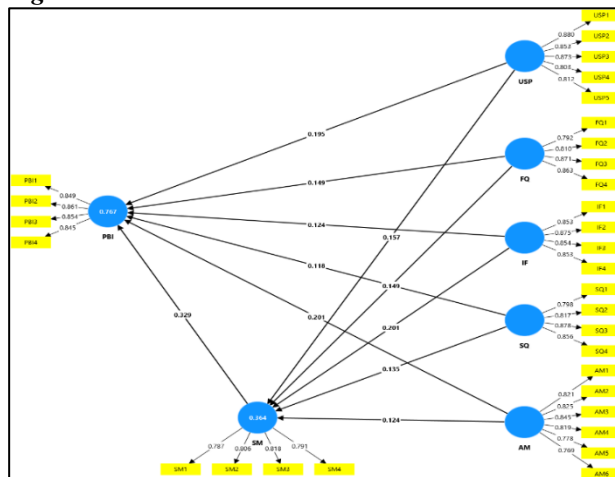
Education data indicates 31.49 % under graduates, 35.29 % graduates, 23.53 % masters and 9.69 % M.Phil or more qualified individuals. Employment wise 21.28 percent were public employees, 29.24 percent were private employees, 16.60 percent were business owners, 12.98 percent were house wives and 19.90 percent students. Bulk of the respondents were from two major groups including public and private employees.

Reasons to visit a bakery indicate 6.92 percent visit certain bakery because of affordable prices, 9.86 percent due to service quality, 29.59 percent due to unique selling proposition or product, 17.47 percent due to food quality, 12.11 percent due to innovative flavours and 24.04 percent due to Ambience. Result show that most of the respondents (29.59 %) visit a particular bakery due to unique selling proposition.

Reliability and Validity

Research Model

Figure 2: Research Model



USP=Unique Selling Proposition, FQ=Food Quality, IF=Innovative Flavours, SQ=Service Quality, AM=Ambience, SM=Social Media, PBI=Promotion of Brand Image of Bakery Cafes.

Outer loading values of all items in research model (figure 2) have positive relationship with latent variables. Values of latent variable USP are between 0.803 and 0.880; FQ between 0.792 and 0.871; IF between 0.853 and 0.875; SQ between 0.798 and 0.878 and AM between 0.769 and 0.845. It indicates that all indicators are related to respective latent variables and all items have strong relationship. Values of SM are between 0.787 and 0.818 which indicate strong positive relation. PBI values are between 0.845 and 0.861 which indicate strong relationship amongst all constructs.

Reliability and Validity

Table 2: Reliability and Validity Analysis

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
USP	0.899	0.901	0.926	0.714
FQ	0.855	0.859	0.902	0.697
IF	0.882	0.892	0.918	0.737
SQ	0.858	0.866	0.904	0.702
AM	0.895	0.899	0.92	0.656
SM	0.814	0.816	0.877	0.641
PBI	0.874	0.875	0.914	0.726

Cronbach's alpha value of a scale which is >0.7 is considered a good reliability. As per table-2, all values are above 0.7 which indicate good reliability and internal consistency. Composite reliability (rho_a) measures internal consistency for the scale keeping in view all indicators. A value >0.7 , is considered good composite reliability. The values of composite reliability coefficients are from 0.85 to 0.899 indicating good composite reliability of constructs. Similarly, composite reliability (rho_c) values in table-2, indicate good reliability. Average Variance Extracted (AVE) is a measure of how much variance in the indicators is explained by latent variables. A value of AVE >0.50 is considered good validity. All values of AVE are >0.50 which indicate good validity. Therefore, convergent validity is also established.

Discriminant Validity – HTMT

All values meet required criteria.

Table 3: Discriminant Validity (HTMT)

	AM	FQ	IF	PBI	SM	SQ	USP
AM							
FQ	0.67						
IF	0.456	0.36					
PBI	0.826	0.738	0.603				
SM	0.586	0.542	0.497	0.84			
SQ	0.789	0.669	0.472	0.785	0.583		
USP	0.822	0.661	0.519	0.826	0.599	0.721	

Discriminant Validity - Fornell-Larcker Criterion

All values meet the criteria.

Table 4: Discriminant Validity (Fornell-Larcker Criterion)

	AM	FQ	IF	PBI	SM	SQ	USP
AM	0.81						
FQ	0.592	0.835					
IF	0.414	0.322	0.859				
PBI	0.734	0.642	0.536	0.852			
SM	0.506	0.458	0.429	0.71	0.801		
SQ	0.699	0.588	0.414	0.684	0.492	0.838	
USP	0.74	0.585	0.465	0.733	0.515	0.637	0.845

Path Coefficients/ Hypothesis Testing**Table 5: Path Coefficients**

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values	Hypothesis Decision
USP -> PBI	0.195	0.195	0.04	4.864	0	accepted
USP -> SM	0.157	0.158	0.06	2.607	0.009	accepted
FQ -> PBI	0.149	0.149	0.032	4.652	0	accepted
FQ -> SM	0.149	0.15	0.043	3.443	0.001	accepted
IF -> PBI	0.124	0.124	0.027	4.649	0	accepted
IF -> SM	0.201	0.199	0.037	5.414	0	accepted
SQ -> PBI	0.118	0.119	0.037	3.166	0.002	accepted
SQ -> SM	0.135	0.136	0.052	2.564	0.01	accepted
AM -> PBI	0.201	0.201	0.041	4.87	0	accepted
AM -> SM	0.124	0.123	0.056	2.241	0.025	accepted
SM -> PBI	0.329	0.327	0.03	11.056	0	accepted

Values of individual effect of attributes of bakeries in table 5 indicate that all attributes have positive significant effect on promotion of brand image of bakery cafes. The individual effect of USP (0.195, $p=0.000$), FQ (0.149, $p=0.000$), IF (0.124, $p=0.000$), SQ (0.118, $p=0.002$) and AM (0.201, $p=0.000$) on PBI is significant and positive. These results fully support H1, H2, H3, H4, H5 and H6.

Mediation Effect of Social Media

Table 6: Mediation Effect of Social Media

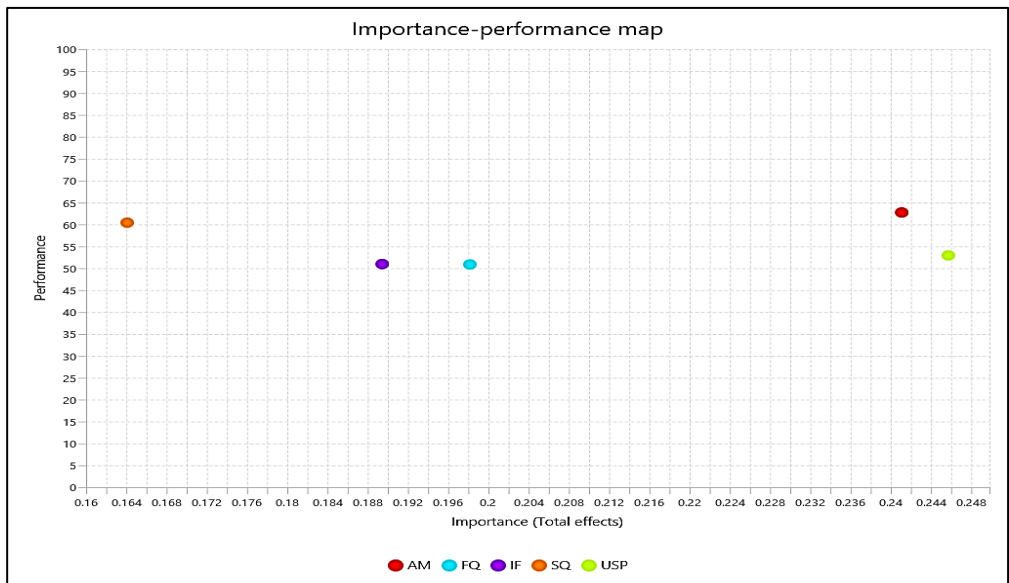
Path	Direct Effect	Indirect Effect (Individual x Mediator Effect)	Total Effect (Direct + Indirect Effect)	Mediation Effect (Indirect Effect /Total Effect)
USP-> SM->PBI	0.195	0.0517	0.2467	20.96%
FQ-> SM->PBI	0.149	0.0490	0.1980	24.75%
IF -> SM->PBI	0.124	0.0661	0.1901	34.77%
SQ-> SM->PBI	0.118	0.0444	0.1624	27.34%
AM-> SM->PBI	0.201	0.0408	0.2418	16.87%

Results in table 6 indicate the mediation effect of social media on promotion of brand image of bakery cafes. Effect size less than 20% indicate weak mediation, 20-50% is moderate mediation and more than 50% shows strong mediation. As per value given in the table proportion mediated for USP is 20.96 %, FQ is 24.75 %, IF is 34.77 % and SQ is 27.34 % which indicates moderate mediation whereas value for AM is 16.87 % indicating weak mediation. We can say that social media partially mediates relationship between bakery attributes and promotion of brand image of bakery cafes therefore, *H7 is also supported*.

Importance vs Performance Analysis (IPMA) of Bakery Café Attributes

Importance–Performance Map Analysis (IPMA) was conducted to complement the PLS-SEM results by assessing both the importance and performance of the antecedent constructs influencing the bakery cafes. While standard PLS-SEM identifies which constructs significantly influence a target variable, IPMA additionally evaluates the performance level of those constructs.

Figure 3: Importance vs Performance Analysis (IPMA) of Bakery Café Attributes



Results at figure 3 for the IPMA of bakery café attributes have been analysed. The figures along X axis indicate "Importance" given to an attribute by customers whereas, figures along Y axis indicate performance of different food attributes. The findings of the IPMA of the items show that importance varies from minimum value 0.164 for Service Quality to maximum value 0.246 for Unique Selling Proposition. Using their mean values, 23 qualities were examined in total. The difference is greatest for qualities relating to Ambience and least for those relating to the Innovative Flavours (table 7). All food attributes have performed above 50 whereas, importance value has huge variation. This indicates that though SQ was given less importance but its performance was better than other attribute. AM has been given highest importance and it has performed highest as well. IF and FQ has average importance vs performance difference being in centre of the graph along both axes.

Combined IPMA and NCA Analysis

Table 7: Combined IPMA and NCA Analysis

Ceiling Line Effect Size Overview	Original Effect Size	95.00%	Permutation p Value
LV scores – USP	0.171	0.057	0
LV scores – FQ	0.133	0.046	0
LV scores – IF	0.2	0.042	0
LV scores – SQ	0.22	0.081	0
LV scores – AM	0.209	0.095	0

The values in table 7 (Necessary Condition Analysis) indicates that the all IVs are significantly necessary to explain the outcomes for promotion of brand image of

bakery cafes. Service Quality and Ambience have highest effect sizes 0.22 and 0.209 respectively; making them most important factor for influencing promotion of brand image of bakery cafes. Lowest value is for Food Quality (0.133) indicating less important but still significant ($p=0.000$). Values of IF and USP are 0.2 and 0.171 respectively. Therefore, in order of necessity to explain the promotion of brand image of bakery cafes, variables are SQ, AM, IF, USP and FQ. So, FQ is significant but relatively less necessary condition to measure PBI. 95% confidence interval indicates precision of effect size. Narrower intervals have more reliability. Confidence intervals in this order are IF (0.042), FQ (0.046), USP (0.057), SQ (0.081) and AM (0.095). Therefore, we may say although AM has highest effect size (0.209) but its reliability as per 95 % confidence interval is (0.095), ie least amongst all variables.

DISCUSSION

Data analysis reveals that consumers generally have positive opinion about bakery cafes and see them as places to eat superb baked food in a lavish and upscale setting. Customers' views of essential bakery characteristics have been examined. Social media has moderate mediation effect on promotion of brand image of bakery cafes. Two key discoveries are highlighted in the analysis. First, the customers give far less importance to service which may be linked to the typical social environment (figure 3). Second, unique selling item is the characteristic that has the most impact on customer happiness as indicated by the highest importance given by customers (IPMA). This confirms that unique selling proposition has a definite leverage and impact on customers as they have given it maximum importance. But conversely, it has not performed as good as expected indicating that it has not been able to meet people's expectations or perceptions.

Findings also imply that unique selling items and ambience are crucial to the success of bakery cafés. Apart from unique selling items like flagship products; environmental sterility and interior decoration and architecture have significant importance. Serving meals as requested, attentive, well-informed, well-groomed staff, dependable and speedy service, steady and reliable service are important characteristics associated to service quality. Furthermore, the pricing should be reasonable and fair since perceived price fairness increases customer pleasure and loyalty, whereas perceived price unfairness may result in complaints and switching. Long term plans of bakeries should be able to address all necessary conditions as permutation p-values of all are significant. They represent the potential for promotion of brand image of bakery cafes. With highest effect size in combined IPMA-NCA, Service Quality (0.22) takes the lead then AM (0.209), IF (0.2), USP (0.171) and FQ (0.133). They should be prioritized in the same order to affect meaningful improvement. Moreover, management and handling of social media should also be improved to ensure promotion of brand image of bakery cafes.

Practical Implications

Results of this study are extremely useful for bakery cafe managers in urban Pakistani context. By utilizing the findings of the study; they can make practical strategies which would help them promote businesses and attract loyal consumers. The study can serve as guide for bakery managers to carry out self-check and self-assessment for service quality provided by them. They may also use it for the analysis of the attributes performing well and low and where room for improvement still exists. The study is also helpful for decision makers as they make their strategies and policies that should promote bakery cafes business. Therefore, this study will aid in developing long term policies for promotion of bakery cafes as a brand.

The branch managers should do their best to improve identified qualities of their bakery cafes. They should undertake special measure to enhance the elegance of atmosphere, add more innovative flavours in their menu cards and improve service and overall quality of food. This will definitely contribute to customer satisfaction and increase in loyalty members which will surely promote the brand image of bakery cafes.

Service quality has maximum impact size as per IPMA-NCA analysis. Dedicated efforts be made to improve service quality to make it service excellence. Exceptional standard of service quality requires equal and matching training standard of staff. High standard training may cost a bit but it will pay rich dividends in shape of customer satisfaction and promotion of brand image. HR must follow strict selection and training standards for the staff. Right from the recruitment to their final assignment to tasks, their performance must be graded and recorded. Training of staff should include, respect for brand image, customers' expectations, communication etiquettes, language, mannerism, how to deal with difficult customers? personalized attendance, feedback mechanism and continuous improvement. Service experience can give personal touch to customers by paying attention to their personal needs which they remember the most. Lastly, proper punishment and rewards system be introduced to acknowledge efficiency of best performing individuals.

Second factor having more impact size is Ambiance. It is the first impression of customers as they enter the bakery café. An attractive, soothing and healthy ambiance will force the customers to spend more time, enjoy and get attached to the brand. Ambiance should be aesthetically planned through a professional team. Latest, trendy and appealing arrangements will add to the atmosphere. Colourful interior, exterior fitting in overall theme of bakery café which should make the customers feel the uniqueness and indulge them, would add to their loyalty and may act as USP for the bakery brand.

The data also suggest that the association between bakery attribute and promotion of brand image of bakery cafes is affected by social media. It implies that more customer engagement on social media will give rich dividends. These findings can help bakery owners and managers to better understand the needs and preferences of their customers and make informed decisions about their business strategies. Customised

messages for products and services should be shared with customers keeping in view their personal preferences. Enhance one to one interaction with consumers to exchange ideas through user generated content. Posting content fitting personalized likes of consumers will encourage discussion and strengthen their relationship with your bakery cafe. Social media should be used as electronic word of mouth by uploading customer specific products' pictures and comments from bakery page to their blogs or vice versa. Brand page should always remain updated and trendy by sharing up to date information and hot topics about brand or branch. Mouth-watering visuals be posted on Instagram and TikTok to enhance customer appeal and show off USP products. Special offers of USP or other products should be regularly floated through social media platforms. Targeted aids should be used and customers' engagement be advertised through behind the scene videos telling their story.

Lastly, innovations in following sectors will significantly enhance brand promotion and bakery café business: -

- Establishing new outlets at scenic and attractive locations with diversified offerings. Popular tourist attractions may be offered special discounts.
- Adopting sustainable measures and ethical practices.
- Innovative use of technologies to meet customers' evolving expectations and preferences.
- Intimate engagement with local communities by sharing their joys and sorrows.
- Active and effective use of social media to harness potential of all above mentioned initiatives.

Limitations

This study has several limitations as well that should be considered. Since the study is cross-sectional, it is possible to quantify quality improvements if data are gathered at many periods in time. Second, because the study examined the essential bakery attributes, other factors, including service innovation, responsiveness and use of digital technology for customer management may be incorporated. Furthermore, majority of responders (61%) were male therefore, results may have some gender bias as well. Future research could focus on exploring more factors that influence consumer behaviour towards bakery cafes.

REFERENCES

- Barber, N., Goodman, R.J., & Goh, B.K. (2011). Restaurant consumers repeat patronage: a service quality concern. *International Journal of Hospitality Management*, 30(2), 329-336. <https://www.sciencedirect.com/science/article/abs/pii/S0278431910001015>
- Basulescu, R., & Mutiu, M. (2020). Contemporary trends in cake shop design. *Journal of Architecture Urbanism and Heritage*, 3(2), 9-22. <http://www.jauh.upt.ro/index.php/JAUH/article/view/36>
- Berry, L.L., Carbone, L.P., & Haeckel, S.H. (2002). Managing the total customer experience. *MIT Sloan Management Review*, 43(3), 85. <https://sloanreview.mit.edu/article/managing-the-total-customer-experience/>
- Chakraborty, U., & Bhat, S. (2018). Credibility of online reviews and its impact on brand image. *Management Research Review*, 41(1), 148- 164. <https://www.emerald.com/insight/content/doi/10.1108/mrr-06-2017-0173/full/html>
- Chaniago, A. (2016). The Effects of Service Quality And Corporate Rebranding On Brand Image, Customer Satisfaction, Brand Equity And Customer Loyalty: Study In Advertising Company At Tvone. *ResearchGate*, 60 (12), 209-217. DOI:10.18551/rjoas.2016-12.26. https://www.researchgate.net/publication/311778850THE_EFFECTS_OF_SERVICE_QUALITY_AND_CORPORATE_REBRANDING_ON_BRAND_IMAGE_CUSTOMER_SATISFACTION_BRAND_EQUITY_AND_CUSTOMER_LOYALTY_STUDY_IN_ADVERTISING_COMPANY_AT_TVONE
- Chatterjee, D., & Basu, P. (2020). Classification Analysis for Brand Loyalty Determination. *Global Business Review*, 0972150919892689. <https://journals.sagepub.com/doi/abs/10.1177/0972150919892689>
- Chiasson, D. (2015, March 11). Upping Your Bakery's Ambiance. *Bakers Journal*. Retrieved on 5 April 2025. <https://www.bakersjournal.com/upping-your-bakerys-ambiance-6099/>
- Chouksey, A. (2024, September 30). How Flavours are Revolutionizing the Bakery Industry? Keva Flavours. Accessed on 3 April 2025. <https://kevaflavours.com/how-flavours-revolutionizing-the-bakery-industry/?srsltid=AfmBOoq1mi9AaM026rUXmAcIQNPysLjdrVXXofncNx9NpevGa37KRKKE>
- Corvin Designs. (2025, February 28). Mixing Tradition with Innovation: A Guide to Modern Bakery Branding. Accessed on 10 March 2025. <https://www.corvin-designs.com/blog/mixing-tradition-with-innovation-a-guide-to-modern-bakery-branding>

- Daily Mail. (2022, February 5). Bakery and confectionery industry in Pakistan sees huge growth. Accessed on 28 February 2025.
<https://dailymailnews.pk/bakery-and-confectionery-industry-in-pakistan-sees-huge-growth/>
- De-sant. (2020, December 2). How ambience and interior affect a bakery brand? Retrieved on 5 April 2025. <https://de-sant.com/how-ambience-and-interior-affect-a-bakery-brand/>
- Dick, A. S. and Basu, K. (1994). Customer Loyalty: Toward an Integrated Conceptual Framework. *Journal of the Academy of Marketing Science*, 22(2), 99-113.
<https://link.springer.com/article/10.1177/0092070394222001>
- Dogru, T., Line, N., Mody, M., & Zhang, T. (2023). Generative Artificial Intelligence in the Hospitality and Tourism Industry: Developing a Framework for Future Research. *Journal of Hospitality and Tourism Research*, 49 (2).
<https://doi.org/10.1177/10963480231188663>.<https://journals.sagepub.com/doi/10.1177/10963480231188663>
- Duarte Alonso, A., O'Neill, M., Liu, Y., & O'Shea, M. (2013). Factors driving consumer restaurant choice: an exploratory study from the Southeastern United States. *Journal of Hospitality Marketing & Management*, 22(5), 547-567.
<https://www.tandfonline.com/doi/abs/10.1080/19368623.2012.671562>
- Ebrahim, R. S. (2020). The role of trust in understanding the impact of social media marketing on brand equity and brand loyalty. *Journal of Relationship Marketing*, 19(4), 287-308.
<https://www.tandfonline.com/doi/abs/10.1080/15332667.2019.1705742>
- Farrelly, P.B. (2024, April 8). Bakery industry trends: Innovating to meet consumer demands. Farrelly Mitchell. Accessed on 28 February.
<https://farrellymitchell.com/bakery-and-confectionery/bakery-industry-trends/>
-
- Faster Capital. (2024, June 4). Market Positioning: The Art of Differentiation for Savvy Strategists. Accessed on 10 March 2025. [https://fastercapital.com/topics/the-role-of-unique-selling-proposition-\(usp\)-in-market-positioning.html](https://fastercapital.com/topics/the-role-of-unique-selling-proposition-(usp)-in-market-positioning.html)
- Giebelhausen, M., Chan, E., & Sirianni, N.J. (2016). Fitting restaurant service style to brand image for greater customer satisfaction. *Cornell Hospitality Report*, 16(9), 3-10. <https://ecommons.cornell.edu/server/api/core/bitstreams/2952de0f-e85e-437d-97b9-cf1e54874f45/content>
- Godey, B., Manthiou, A., Pederzoli, D., Rokka, J., Aiello, G., Donvito, R., & Singh, R. (2016). Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior. *Journal of business research*, 69(12), 5833-5841.
<https://www.sciencedirect.com/science/article/abs/pii/S0148296316304325>
- Godin, S. (2003). Purple Cow: Transform Your Business by Being Remarkable. Goodreads. https://www.goodreads.com/book/show/641604.Purple_Cow

- Goncharuk, A., Figurek, A., & Markou, M. (2023). Forming the Efficient Business Model for Bakery. Baking Business Sustainability through life cycle management. *Springer Nature*. 187-202. DOI:10.1007/978-3-031-25027-9_12. <https://www.researchgate.net/publication/370350080>
[Forming the Efficient Business Model for Bakery](https://www.researchgate.net/publication/370350080)
- Guan, B., Li, X., Luo, Z., & Liu, P. (2024). Can (A)I Arouse You? The Impact of AI Services on Consumer Pro-Environmental Behavior. *Journal of Hospitality and Tourism Research*, 49 (5), 932-945. <https://doi.org/10.1177/10963480241256602>. <https://journals.sagepub.com/doi/abs/10.1177/10963480241256602>
- Han, H., & Kim, W. (2009). Outcomes of relational benefits: restaurant customers' perspective. *Journal of Travel & Tourism Marketing*, 26(8), 820-835. <https://www.tandfonline.com/doi/abs/10.1080/10548400903356236>
- Horng, J.S., Liu, C.H., Chou, S.F., & Tsai, C.Y. (2013). Creativity as a critical criterion for future restaurant space design: developing a novel model with DEMATEL application. *International Journal of Hospitality Management*, 33(1), 96-105. <https://www.sciencedirect.com/science/article/abs/pii/S027843191200093X>
- Hsiao, Y.H., Chen, L.F., Chang, C.C., & Chiu, F.H. (2016). Configurational path to customer satisfaction and stickiness for a restaurant chain using fuzzy set qualitative comparative analysis. *Journal of Business Research*, 69(8), 2939-2949. <https://www.sciencedirect.com/science/article/abs/pii/S0148296315007043>
- Hu, D., Horng, J., Wang, Y., Chang, H., Liu, C., Chou, S., Yu, T., & Huang Y. (2025). Employees as Early Adopters of Robotic Technology: A Self-Identity Approach With Service Improvisation-Generated Outcomes. *Journal of Hospitality and Tourism Research*. <https://doi.org/10.1177/10963480251336988>. <https://journals.sagepub.com/doi/10.1177/10963480251336988>
- Izogo, E.E., & Ogba, I.E. (2015). Service quality, customer satisfaction and loyalty in automobile repair services sector. *International Journal of Quality & Reliability Management*, 32(3), 250-269. <https://www.emerald.com/insight/content/doi/10.1108/ijqrm-05-2013-0075/full/html>
- Jenkins, G.D., & Taber, T.D. (1977). A Monte Carlo Study of Factors Affecting Three Indices of Composite Scale Reliability. *Journal of Applied Psychology*, 62 (4), 392-398. <https://doi.org/10.1037/0021-9010.62.4.392>
- Jubayer, M.F., Kayshar, M.S., Hossain, M.S., Nasir Uddin, M., Al-Emran, M., & Akter, S.S. (2020). Evaluation of food safety knowledge, attitude, and self-reported practices of trained and newly recruited untrained workers of two baking industries in Dhaka, Bangladesh. *ScienceDirect*, 6(9). <https://doi.org/10.1016/j.heliyon.2020.e05021>. <https://www.sciencedirect.com/science/article/pii/S2405844020318648>
- Kemp, S. (2020). Digital 2020: Indonesia. We are social & Hootsuite.

- Khalid, S. (2018, April 10). Snug & Homey. TheNews International. Retrieved on 5 March 2025. <https://www.thenews.com.pk/magazine/you/302362-snug-homey> Khudee by KVT. (2025). <https://www.instagram.com/khudeebykvtc/?hl=en>. https://www.google.com/search?gs_ssp=eJzj4tVP1zc0LKtMSi7PMsgxYLRSNagwTk0yNk4xMDA0MTYzSjM3tTKoSDFLTbZIS0uxTDE3szBJNvFiy84oTUI NBQAxIRId&q=khudee&oq=khudee&gs_lcrp=EgZjaHJvbWUqDQgBEC4YrwEYxwEYgAQyCggAEAAy4wIYgAQyDQgBEC4YrwEYxwEYgAQyBwgCEAAyG AQyBwgDEAAyG AQyBwgEEAAyG AQyBwgFEAAyG AQyBwgGEAAyG AQyCggHEAAyG AQYogQyCggIEAAyG AQYogQyCggIEAAyG AQYogTSAQoxNzA0MWowajE1qAII sAIB8QVgqgdzgDoEJg&sourceid=chrome&ie=UTF-8
- Kivela, J., Inbakaran, R., & Reece, J. (1999). Consumer research in the restaurant environment. Part 1: a conceptual model of dining satisfaction and return patronage. *International Journal of Contemporary Hospitality Management*, 11(5), 205-222. <https://www.emerald.com/insight/content/doi/10.1108/09596119910272739/full/html>
- Koc, E., Ulukoy, M., Kilic, R., Yumusak, S., & Bahar, R. (2017). The influence of customer participation on service failure perceptions. *Total Quality Management & Business Excellence*, 28(3-4), 390-404. <https://www.tandfonline.com/doi/abs/10.1080/14783363.2015.1090290>
- Kotler, P., & Keller, K. L. (2016). *Marketing Management* (15th edition). Pearson Education Limited, New York.
- Kukanja, M., Omerzel, D.G., & Kodric, B. (2017). Ensuring restaurant quality and guests' loyalty: an integrative model based on marketing (7P) approach. *Total Quality Management & Business Excellence*, 28(13-14), 1509-1525. <https://www.tandfonline.com/doi/abs/10.1080/14783363.2016.1150172>
- Ladhari, R., Brun, I., & Morales, M. (2008). Determinants of dining satisfaction and post-dining behavioral intentions. *International Journal of Hospitality Management*, 27(4), 563-573. <https://www.sciencedirect.com/science/article/abs/pii/S0278431907000679>
- Lee, S. (2024). What Triggers Customer Curiosity? Exploring the Role of Branded Content Experience Design on Customer Response. *Journal of Hospitality and Tourism Research*, 49 (3), 403-416. <https://doi.org/10.1177/10963480231220274>. <https://journals.sagepub.com/doi/abs/10.1177/10963480231220274>
- Levin, T. (2025, March 25). How Social Media Can Help Grow Your Bakery: A Guide for Bakers. *Empire Bake*. <https://empirebake.com/blog/2024/10/01/how-social-media-can-help-grow-your-bakery/>
- Liu, Y., & Jang, S. S. (2009). Perceptions of Chinese restaurants in the US: what affects customer satisfaction and behavioral intentions? *International Journal of*

- Loafology. (2025, February 28). https://www.google.com/search?q=Bakery+cafe+in+Pakistan&og=Bakery+cafe+in+Pakistan&gs_lcrp=EgZjaHJvbWUyBggAEEUYOTIHCAEQIRigATIHCAIQIRigAdIBCjExODYwajBqMTWoAgiwAgHxBXczmXNO6gma&sourceid=chrome&ie=UTF8&lqi=ChdCYWtlcnkgY2FmZSBpbjBQYWtpc3RhbkjIrLKnjKuAgAhaIxAEEAEYABgBGAMiF2Jha2VyeSBjYWZlIGluIHbha2lzdGFufkgEGYmFrZXJ5mgEkQ2hkRFNVaE5NRzluUzBWSlEwRm5TVVJYZEZscWRERlJSUkFCqgFcCgovbS8wMnd2NnRoEAEqDyILYmFrZXJ5IGNhZmUoADIEAEiGuJ-k5FQ78kTCgpl1UQrXTLjS8gj0PYXYoJBMhsQAiIXYmFrZXJ5IGNhZmUgaW4gcGFraXN0YW76AQQIVhA9#rlimm=11048787861605274128.
- Mahmood, S. (2022). Evaluating Barriers to SME Financing in Pakistan. Worktribe. <https://salford-repository.worktribe.com/OutputFile/1502845>
- Majka, M. (2024). Unique selling proposition in marketing. ResearchGate. https://www.researchgate.net/publication/385489656_Unique_Selling_Proposition_in_Marketing
- Martinez, T. (2025, February 28). How to Choose Which Types of Bakeries Will Inspire Your Business. TOAST. Retrieved on 4 March 2025. https://pos.toasttab.com/blog/on-the-line/types-of-bakeries?srsId=AfmBOoqmjrRiBpTqqXmosVaXeygVDEu3BmPbTzJO4FFUrm9_ydHX5s1H
- Mathe, K., & Slevitch, L. (2013). An exploratory examination of supervisor undermining, employee involvement climate, and the effects on customer perceptions of service quality in quick-service restaurants. *Journal of Hospitality and Tourism Research*, 37(1), 29-50. <https://journals.sagepub.com/doi/abs/10.1177/1096348011413590>
- McDougall, G.H., & Levesque, T. (2000). Customer satisfaction with services: putting perceived value into the equation. *Journal of Services Marketing*, 14(5), 392-410. <https://www.emerald.com/insight/content/doi/10.1108/08876040010340937/full/html>
- Michel, C., Velasco, C. Fraemohs, P., & Spence, C. (2015). Studying the impact of plating on ratings of the food served in a naturalistic dining context. *ScienceDirect*, 90, 45-50. <https://doi.org/10.1016/j.appet.2015.02.030>. <https://www.sciencedirect.com/science/article/abs/pii/S019566631500077X>
- Mitchell, C. N. (2023, July 20). Train Your Bakery Staff to Provide Excellent Customer Service. Retail Bakers of America. Retrieved on 3 April 2025. <https://www.retailbakersofamerica.org/blogs/business-of-baking-blog/2023/07/20/train-your-bakery-staff-to-provide-excellent-custo>
- Namkung, Y. and Jang, S. (2007). Does food quality really matter in restaurants? Its impact on customer satisfaction and behavioral intentions. *Journal of*

- Njite, D., Njoroge, J., Parsa, H., Parsa, R., & Van der Rest, J.P. (2015). Consumer patronage and willingness-to-pay at different levels of restaurant attributes: a study from Kenya. *Research in Hospitality Management*, 5(2), 171-180. <https://www.tandfonline.com/doi/abs/10.1080/22243534.2015.11828342>
- Oliver, R.L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 460-469. <https://journals.sagepub.com/doi/abs/10.1177/002224378001700405>
- Optimizely. (2025, February 28). Unique selling point. What is unique selling point? Accessed on 28 February 2025). <https://www.optimizely.com/optimization-glossary/unique-selling-point/>
- Patel, H. (2023). Impact of Consumer Behavior Towards Bakery Products. KAMK. University of applied sciences. Accessed on 28 February 2025. https://www.theseus.fi/bitstream/handle/10024/803858/Patel_Hiral.pdf.pdf?sequence=2&isAllowed=y
- Pedraja, M., & Yagüe, J. (2001). What information do customers use when choosing a restaurant? *International Journal of Contemporary Hospitality Management*, 13(6), 316-318. <https://www.emerald.com/insight/content/doi/10.1108/eum0000000005966/full/html>
- Pohl, E.B., Bollini, L., & Fajardo, J. (2009). Colour & Restaurant Design, Reditar Libros. Cited by Shahzadi, M., Malik, S.A., Ahmed, M., & Shabbir, A. (2018). Perceptions of fine dining restaurants in Pakistan. What influences customer satisfaction and behavioral intentions? www.emeraldinsight.com/0265-671X.htm
- Prasad, A. (2023, August 23). Importance of baking and pastry in the culinary world. Hospitality.Com. Accessed on 28 February 2025. <https://hospitality.economictimes.indiatimes.com/news/speaking-heads/importance-of-baking-and-pastry-in-the-culinary-world/103146210>
- PR Newswire. (2024, February 14). Corner Bakery Cafe Continues Holistic Brand Revitalization in 2024, Following Launch of Growth Initiatives and Major Sales Momentum in 2023. Accessed on 22 March 2025. <https://www.prnewswire.com/news-releases/corner-bakery-cafe-continues-holistic-brand-revitalization-in-2024-following-launch-of-growth-initiatives-and-major-sales-momentum-in-2023-302061428.html>
- Ramanathan, R., Di, Y., & Ramanathan, U. (2016). Moderating roles of customer characteristics on the link between service factors and satisfaction in a buffet restaurant. *Benchmarking: An International Journal*, 23(2), 469-486. <https://www.emerald.com/insight/content/doi/10.1108/bij-01-2015->

- RedFork. (2023, November 29). 10 Proven Bakery Branding Tips For Your Business to Excel. Accessed on 12 March 2025. <https://www.redforkmarketing.com/learn-article/bakery-branding-tips>
- Roumeliotis, J. D. (2018, May 2). Ambiance Marketing: A multi-sensory approach to attracting and retaining clientele. Unconventional Business Wisdom for the refined entrepreneurial mindset. <https://theboldbusinessexpert.com/2018/05/02/ambiance-marketing-a-multi-sensory-approach-to-attracting-and-retaining-clientele-2/>
- Revilla, M.A., Saris, W.E., & Krosnick, J.A. (2014). Choosing the Number of Categories in Agree-Disagree Scales. *Sociological Methods and Research*, 43 (1), 73–97. <https://doi.org/10.1177/0049124113509605>
- Ryu, K., & Han, H. (2011). New or repeat customers: How does physical environment influence their restaurant experience? *International Journal of Hospitality Management*, 30(3), 599-611. DOI:10.1016/j.ijhm.2010.11.004. https://www.researchgate.net/publication/251547817_New_or_repeat_customers_How_does_physical_environment_influence_their_restaurant_experience
- Ryu, K., & Jang, S.S. (2007). The effect of environmental perceptions on behavioural intentions through emotions: the case of upscale restaurants. *Journal of Hospitality and Tourism Research*, 31(1). <https://journals.sagepub.com/doi/abs/10.1177/1096348006295506>
- Saad Andaleeb, S., & Conway, C. (2006). Customer satisfaction in the restaurant industry: an examination of the transaction-specific model. *Journal of Services Marketing*, 20(1), 3-11. <https://www.emerald.com/insight/content/doi/10.1108/08876040610646536/full/html>
- Samuel, P. (2023, October 3). Small Business Web.co. How to brand your bakery business? Accessed on 15 March 2025. <https://smallbusinessweb.co/brand-your-bakery-business/>
- Shahzadi, M., Malik, S.A., Ahmed, M., & Shabbir, A. (2018). Perceptions of fine dining restaurants in Pakistan. What influences customer satisfaction and behavioral intentions? www.emeraldinsight.com/0265-671X.htm
- Sharma, P., Manhas, P.S., & Sarangal, R. (2022). Assessing The Impact of Innovative Practices on Customer Experience Satisfaction and Loyalty: A Study on Quick-Service Restaurants in North India. *ASEAN Journal on Hospitality and Tourism*, 20(2), 83-99. DOI:10.5614/ajht.2022.20.2.06. https://www.researchgate.net/publication/363629660_Assessing_The_Impact_of_Innovative_Practices_on_Customer_Experience_Satisfaction_and_Loyalty_A_Study_on_Quick-Service_Restaurants_in_North_India

- Sijoria, C., Mukherjee, S., & Datta, B. (2018). Impact of the antecedents of eWOM on CBBE. *Marketing Intelligence & Planning*, 36(5), 528-542.
<https://www.emerald.com/insight/content/doi/10.1108/mip-10-2017-0221/full/html>
- Slice of Life. (2025, February 28). <https://sliceoflife.com.pk/index.html>
- Statista.com. (2025, January 12). Bread and Cereal Products – Pakistan. Statista.com. Retrieved on 28 February 2025.
<https://www.statista.com/outlook/cmo/food/bread-cereal-products/pakistan>
- Success Coaching. (2024, November 5). How Customer Satisfaction Drives Long-Term Success. Retrieved on 1 March 2025.
<https://successcoaching.co/blog/how-customer-satisfaction-drives-long-term-success>
- Sulek, J.M., & Hensley, R.L. (2004). The relative importance of food, atmosphere, and fairness of wait the case of a full-service restaurant. *Cornell Hotel and Restaurant Administration Quarterly*, 45(3), 235-247.
<https://journals.sagepub.com/doi/abs/10.1177/0010880404265345>
- Tastetomorrow. (2024, September 25). Explore the rise of chef-led bakeries. The divide between gastronomy and bakery is blurring. Retrieved on 5 March 2025.
<https://www.tastetomorrow.com/inspiration/the-divide-between-gastronomy-and-bakery-is-blurring#:~:text=fine%20dining%20restaurants%20no%20longer,own%20place%20on%20the%20menu>
- Trimigno, A., Marincola, F.C., Dellarosa, N., Picone, G., & Laghi, L. (2015). Definition of food quality by NMR-based food omics. *Current Opinion in Food Science*, 4(1), 99-104.
<https://www.sciencedirect.com/science/article/abs/pii/S2214799315000892>
- Walter, U., Edvardsson, B., & Öström, Å. (2010). Drivers of customers' service experiences: a study in the restaurant industry. *Managing Service Quality: An International Journal*, 20(3), 236-258.
<https://www.emerald.com/insight/content/doi/10.1108/09604521011041961/full/html>
- Widodo, T., Astuti, W., & Natsir, M. (2023). Customer Satisfaction in Mediating the Influence of Customer Value on Brand Image. *East African Scholars Journal of Economics, Business and Management*, 6(11), 395-407.
 DOI:10.36349/easjebm.2023.v06i11.002