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The antecedents and consequence of brand innovation of online food delivery

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ABSTRACT

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The research aims to conceptualize and examine the antecedents and consequences of brand innovation in online food delivery services. The conceptual framework of the study was developed from the consumer-based approach. A questionnaire was used to collect data from 562 consumers who used food ordering applications within Bangkok and metropolitan areas in Thailand. The measurement and structural models were analyzed with Structural Equation Modeling (SEM). The results of the study demonstrated that brand image and customer experience quality are classified as the antecedents influencing brand innovation and brand equity as the consequence of brand innovation. This research contributes to the body of knowledge in the theory of brand management and customer relationship management (CRM).

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1. Introduction

Brand innovation is an interesting topic as it is an element and is very crucial in brand management (Gözükara & Çolakoğlu, 2016; Chien, 2013). Creating a strong brand depends on the company's ability to successfully add innovations to the brand (Beverland, Wilner, & Micheli, 2010). Innovation is also a part of the company's strategy and a superior drive for the company's performance (Aaker, 2007; Kortmann, 2015; Lee, O'Cass, & Sok, 2016). Creating brand and innovations are two activities linked to creating equity, which is the organization's ultimate goal. Both innovation and brand can influence each other, and therefore, the interaction between the two positively affects the boundaries of the values created (Paswan, Guzmán, & Pei, 2020). In addition, the continuous integration between the innovation and the brand tends to help maintain and promote brand strength (Gözükara & Çolakoğlu, 2016). It can be seen that many of the world's leading brands brought innovations in as part of their organizations' core values and have spent a considerable amount of money continuously innovating the brand (Koschmann & Sheth, 2019). Innovations help create market efficiency, build long-term relationships with customers, and create competitive advantages (Nguyen, Yu, Melewar, & Gupta, 2016).

However, recent innovation studies found that most people focus on technical innovation (development of new services, service operations, and technology), whereas non-technical innovations, (management, sales, and marketing), currently only receive little attention (Ngo & O'Cass, 2013). Additionally, the marketing innovation concept only draws attention in the product innovation area and is often a controversial issue in the point of view of business or organization and the results are supportive of the resource-based view theory (RBV)'s main prescription (e.g., Chimhundu, Hamlin, & McNeill, 2010; Hanaysha & Hilman, 2015; Nguyen et al., 2016). On the contrary, consumer research or consumer's perspective, known as the consumer-based approach, which is influenced by consumer perception psychology and is part of the customer relationship management theory (CRM), is still a less-studied but crucial issue since the concept is widely regarded as the most influential concept in a brand creation (Aaker, 2020). Moreover, over the years, it was found that the focus of brand innovation study has always been on its role as an antecedent influencing other variables (e.g., Eisingerich & Rubera, 2010; Chien, 2013; Chou & Pai, 2014; Srivastava, Dash, & Mookerjee, 2015; Gözükara & Çolakoğlu, 2016; Pappu & Quester,

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2016; Lin, Lobo, & Leckie, 2019). While investigating the factors influencing brand innovation is limited due to fewer studies, it is still an extremely interesting investigating point and relationship framing concept.

Therefore, this study aims to fill the academic gaps by examining the antecedents of brand innovation. The interesting factors examined in this study were brand image and customer experience quality. The relationship between these two factors and brand innovation has not been definitively investigated, and both factors are directly related to consumers. Brand image is an emotional structure related to consumer feelings and reactions to that brand (Barreda, Bilgihan, Nusair, & Okumus, 2016). Consumers rely on the brand image in responding to their preferences and perceptions (Raji, Rashid & Ishak, 2019). As a result, many businesses have focused on brand creation activities through brand image differentiation strategies (Syed Alwi, Nguyen, Melewar, Loh, & Liu, 2016) since a positive image can significantly increase brand efficiency (Barreda et al., 2016). At the same time, if the businesses pair brand innovation with the brand image in driving their organizations, this will help the company gain better recognition (Brexendorf, Bayus, & Keller, 2015). In addition, another critical factor in the context of the service business and involving consumers is customer experience quality. Customer experience quality is a factor that allows customers to benefit from a wide range of work and emotional benefits and is a superior predictor of customer purchasing behavior compared to service quality (Klaus & Maklan, 2007). Nowadays, customers no longer only want capable service, but they are constantly seeking a service experience where they get involved with the brand by choosing the brand's touchpoints that can deliver memorable activities (Gilmore & Pine 2002; Mainardes, Gomes, Marchiori, Correa, & Guss, 2019). Therefore, the relationship between customer experience quality and brand innovation is interesting and worth studying (Choo, Tan & Yeo, 2018).

The creation of brand innovation is one of the main goals of brand managers to drive business success under intense competition in the Marketing 5.0 era, where many businesses are emerging (Kotler, Kartajaya, & Setiawan, 2021). One of them includes the online food delivery service industry due to people's busy life schedules and less opportunity to go out or prepare food for themselves (Chen & Hsieh, 2017). The global situation is also being affected by the COVID-19 pandemic and social distancing, which puts pressure on businesses to become digital faster during lockdowns and restrictions on going outdoors and creating more risks. Therefore, customers are increasingly relying on online platforms for their daily activities. It is believed that such behavior did not change during the recent crisis, but it had been going on for some time. This change is why customers became familiar with the new digital lifestyle (Kotler et al., 2021). These changes increased the need for online food ordering, a business distribution that offers ordering, payment, and tracking services but is not responsible for food preparation. The format changed from the traditional face-to-face interaction and was replaced by mobile application interaction (Saad, 2021), where the distribution of online food delivery provides customers with more choices and convenience. This service allows customers to order food from a wide selection of restaurants with a single mobile phone tap (Hirschberg, Rajko, Schumacher & Wrulich, 2016). With such supporting factors, the online food delivery service industry has increased popularity and a tendency to become a recognized service field and attract many customers (Chai & Yat, 2019; Gunden, Morosan, & DeFranco, 2020). Therefore, many companies try to offer and deliver innovative services based on differentiating and delivering greater and superior value to customers (Saad, 2021). This type of business is in line and closer to innovations, especially brand innovations that are still less studied in terms of the online food delivery business context.

The last key point of this study discusses brand equity, which is identified as an outcome of brand innovation based on empirical evidence that brand innovation directly influences brand equity. Therefore, continuous product value enhancement through brand innovation is essential to brand equity and business success (Chien, 2013). Additionally, some observe brands as innovations and, therefore, regard them as intangible assets and help brands create equity on their own. This observation is an essential support of how brand innovation creates an outcome, which is brand equity. Thus, it can be concluded in this study that the study in the area of brand innovation from the perspective of the consumer or the customer is still limited, especially in the context of the online food delivery service industry. It is necessary to create a clear understanding. Current studies aim to expand the scope of study in brand management theory using brand innovation to determine the antecedents and possible outcomes. In this study, brand image and customer experience quality were presumed to have contributed to brand innovation, and brand equity is assumed to be a consequence of brand innovation.

2. Literature Review

2.1 Brand Innovation

Innovation is a key tool in improving company growth and is used in brand creation for survival. Innovation can also create a competitive edge in the trading market (Gupta & Malhotra, 2013). Marketing and innovations are the main factors in generating profits for an organization (Kotler, Cao, Wang, & Qiao, 2020). It has been recorded in many works of literature that innovation is the driving force of the company's growth and identified that innovation benefits the company in many ways (Doyle & Bridgewater, 1998; Hardaker, 1998; Kindström, Kowalkowski, & Sandberg, 2013). Numerous studies have shown that companies with constant innovation tend to be more favorable than non-innovative companies (Brexendorf & Keller, 2017). These studies are consistent with previous empirical studies that showed that brands viewed as innovative would gain credibility for innovation (Barone & Jewell, 2013). Brand innovation increases market efficiency, helps build long-term relationships with customers, and gains competitive advantages, causing companies to create innovative awareness of the brand (Nguyen et al., 2016). Additionally, in a marketing environment with numerous brands, outstanding innovative brands will become a key element in the organization's success. Therefore, the continuous integration of innovation with the brand tends to maintain and promote the strength of the brand (Gözükara & Çolakoğlu, 2016). It can be seen that brand

creation and innovation are two activities linked to the creation of paramount equity (Paswan et al., 2020; Brexendorf et al., 2015). This link led to the term “brand innovation,” which means adopting new ideas and adding them to the benefits of the brand and the human mind (Grant, 2006). Brand innovation is the advancement of the brand that results in a fundamental shift in marketing practices (Nguyen et al., 2016) or the degree to which consumers perceive a brand as innovative (Barone & Jewell, 2014) and can provide new things, new options, including various solutions that are useful and in line with the needs of consumers. The more a brand meets the needs of consumers, the more it is desired by consumers (Eisingerich & Rubera, 2010).

2.2 Brand Image

Over the past several decades, many researchers have been focusing on brand image (e.g. Gardner & Levy, 1955; Bird, Channon, & Ehrenberg, 1970; Dobni & Zinkhan, 1990; Zinkhan & Hirschheim, 1992). Brand image has its roots in psychology (Gardner & Levy, 1955). It is the branding attitude of consumers on the products (Bird et al., 1970). After the published works about brand creation by Aaker (1991) and Keller (1993) received significant attention and continued growing, brand management became a momentous event that created a new impetus for research in this field. These two authors offer similar definitions of brand images but with different elements. Aaker (1991) defines brand image as a set of relationships often organized in a meaningful way. Brand connections could be in any form associated with memories of the brand, which originated from images within the minds of consumers as an interpretation of their beliefs and values. On the other hand, Keller (1993) stated that brand image consists of consumer perceptions of the brand that reflect the brand’s meaning and are stored in their memories in the form of network connections. These connections may be in the form of attributes, benefits, or attitudes. At present, Kotler and Keller (2016) define brand images as consumer beliefs about the brand, which reflects in the relationship in consumers’ memory and is also an important factor in consumers’ decision-making process. In contrast, Da Silva and Syed Alwi (2008) suggested that brand images can be anything, from products, companies, or organizations’ brands. The brands’ names can exist or not exist but provide emotional connections or create emotions as the result of the experience consumers have with a company over time. At present, with intense competition, brand image is a widely popular used as a strategy for differentiating a company from its competitors (Kotler, 2001; Syed Alwi et al., 2016; Chakraborty & Bhat, 2018). Brand image is an essential part of marketing activities, making companies compete to build a strong image that is favorable and memorable in consumers’ memories through marketing activities (Mabkhot, Shaari & Salleh 2017). In addition, brand images also influence the love for the brand, brand commitment, and positive word-of-mouth communication (Dam, 2020). Moreover, consumers searching for new products will have less concern in comparing the price of a product if they recognize specific brand images (Anselmsson, Vestman Bondesson, & Johansson, 2014).

2.3 Customer Experience Quality

At present, the market for products and services are very similar. There is almost no difference in usability features. Therefore, in marketing, experiential marketing is often adopted, not only for the product and service usability (Pina & Dias, 2021) but also in creating satisfactory and memorable experiences (Brakus, Schmitt, & Zhang, 2008). Because consumers are often influenced by emotion rather than rational thinking, experiences can lead to differentiation in the brands and companies’ products and services (Pina & Dias, 2021) that customers will gladly and willingly pay for in the stores that can provide a more significant experience for them (Chang & Horng, 2010). Customer experience is a key factor in consumer behavior and is an important strategic goal for service businesses (Klaus & Maklan, 2013). Therefore, businesses tend to focus on providing a more positive experience and making unique offers to customers, which is how success can be achieved (Deshwal, 2016). When mentioning the perception of excellence or the superior experience that customers perceive under its own rules, that is what defines customer experience quality (Lemke, Clark, & Wilson, 2011). This concept of customer experience quality is different from service quality. Service quality focuses primarily on the usability, such as colors, styles, or packaging. Service quality does not cover consumers’ emotional inclinations or behaviorism (Parasurama, Zeithaml, & Berry, 1985). Therefore, customer experience quality is a concept used to judge a customer’s moods about the entire experience (Chang & Horng, 2010). The process of customer experience quality occurs when a company delivers one or more customer experience attributes to allow customers to experience and recognize those qualities through the perspective of measuring knowledge and motivation and emotions and expectations. An emotion is a set of feelings that occur with a customer during the experience quality process (Golder, Mitra, & Moorman, 2012). In conclusion, the concept of experience quality has a broader scope than service quality since the experience quality includes emotions, feelings, and social reactions, which quality of service does not (Deshwal, 2016). Therefore, customer experience preferences vary. Some study results indicated that shopping mall customers love the emotional and sensory experience while shoppers in cheap stores and online stores want a sensible experience (Yoon, 2013). Thus, assessing the quality of the customer experience is crucial as it is a marketing approach that is likely to meet the challenges of the future consumer market (Homburg, Jozić, & Kuehnl, 2015). Customer experience quality assessment can provide an understanding of consumers’ experience in a combined aspect between customers’ emotional response to fulfill the mental desire to participate in activities (Tian-Cole & Scott, 2004; Lam & Hsu, 2006).

2.4 Brand Equity

Brands represent invaluable legal assets that can influence consumer behavior, buying and selling, and provide their owners the security of a sustainable future income. The benefits’ direct and indirect values are often called brand equity (Kapferer,

2012). In the past few decades, brand equity has become one of the key issues that gained the interest of marketing managers and researchers since it plays a key role as a significant intangible company asset (Farjam & Hongyi, 2015). There are many definitions of what brand means. Some of the notable names in the brand equity circle are Aaker (1991) and Keller (1993). Although these two academics created a different concept of brand equity creation, they both based their theories on consumer perspectives. Aaker (1991) defined brand equity as a collection of brand assets and liabilities associated with the brand name and symbol. Brand equity can increase or decrease the value of a product or service or provide value to consumers and companies. Brand assets represent a key brand equity creation model, consisting of 5 dimensions: brand loyalty, brand awareness, perceived quality, brand connection, and other proprietary brand assets. Keller (1993) defines brand equity from the customer-based brand equity as the difference between the customer's knowledge of the brand and marketing activities. In other words, the added equity given to the products and services to consumers may reflect the way consumers think, feel, and act about brands and prices, the market share, and the profitability determined by consumers. Marketers and researchers use a variety of perspectives to study brand equity, the point of view of customers, whether they are individuals or an organization, and recognize that the power of a brand lies in what customers see, read, hear, learn, think and feel about the brand over time (Kotler & Keller, 2016). In addition, brand equity is the differentiated satisfaction and responses to the marketing efforts the product receives, which identifies brand identification. Brand equity can be measured using consumer perception or sales. Therefore, brand equity in the consumer's perspective measures what consumers think and feel about that brand (Datta, Ailawadiet & Van Heerde, 2017). Brand equity can be considered the "added value" given to a product regarding consumers' thoughts, words, and actions. There are several ways to add value to brands. Likewise, there are other ways in which a brand's equity can be expressed or utilized for beneficial uses or the company's benefit (for example, in terms of more revenue and/or lower input costs) (Keller & Brexendorf, 2019). Kotler and Keller (2016) stated that once a business creates brand equity, it will help increase brand loyalty, optimize marketing communications, reduce the risk of competitive marketing operations, and reduce consumers' sensitivity to price increases, in which the businesses tend to have higher market share and prices than their competitors (Batra & Homer, 2004).

2.5 Hypotheses and Model Development

From a review of the past literature, there is little research on the relationship between brand image and brand innovation (e.g., Hanaysha, Hilman & Hasmini Abdul-Ghani, 2014; Marín-García, Gil-Saura & Ruíz-Molina, 2019). However, some also mentioned that brand image design aims to achieve innovation development (Meng, 2020). The brand image consumers see may cause new changes in the brand and influence brand innovation. Brand image can also indirectly affect the success of future innovations and other marketing activities over the long term (Brexendorf et al., 2015). Therefore, the research came up with the following hypothesis:

H₁: *Brand image has a positive influence on brand innovation.*

Customer experience quality is a multidimensional structure focusing on customers' cognitive, emotional, behavioral, sensory, and social responses (Lemon & Verhoef, 2016). This experience influences the customer's entire purchasing route, which is the process customers perform at every step and touchpoint, resulting in a quality customer experience (Klaus & Maklan, 2013). Therefore, marketers need to provide services to assess customers' experiences (Maklan & Klaus, 2011). Emphasizing the experiences also emphasizes the emotional aspects of consumers' decisions rather than merely rationalizing their consumption (Jenings, Ayling, Lunny, Cater, & Ollenburg, 2009). A review of the past literature found that empirical studies directly identifying the relationship between customer experience quality and brand innovation are limited. However, some have studied service innovation and customer experience quality and found that customer experience quality can help an entrepreneur of an old hotel to improve their service innovation by looking at customers' negative feedback about their experience and attempting to restructure and fix their abnormal operations (Zhang, Zhao, & Lyles, 2018; Girod & Whittington, 2017). The hotel also improved and promoted existing services and expanded the services to have more coverage (Nieves & Quintana, 2018; Chen, Kerr, Tsang, & Sung, 2015). In addition, there is evidence identifying that brand experience and brand innovation are interrelated (Nysveen, Oklevik, & Pedersen, 2018; Amoako, Doe, & Neequaye, 2021). Creating innovative brand experience will help add value for customers and expand the scope of experience options even further (Hjalager, 2010). Innovative brand experience is a particularly hot topic as it can present a unique functional and emotional component to create a strong relationship between the brand and the customers (Lin, 2015). Thus, the second hypothesis is as follows.

H₂: *Customer experience quality has a positive influence on brand innovation.*

Brand equity comes from the differences in consumer responses. If no difference occurs, the brand name is simply a generic product that competition may depend on price (Kotler & Keller, 2016). Therefore, for the brand to differentiate itself in the eyes of the consumers, one factor is the continuous introduction of innovations into the brand. Such is the case of Coke, the world's largest dark beverage brand, which strives to create innovations to create equity for the brand through new flavors and packages that maintain consistent, delicious taste (Koschmann & Sheth, 2019). Similar to Barone and Jewell (2013), who noted that brands that are seen as innovative would be credited and viewed as intangible assets. Brand innovation is related to brand equity that the brand has accumulated with consumers as a gratitude for their efforts in developing products and services. This view aligns with an empirical study by Chien (2013), who found that brand innovation directly influences brand equity. Continuously increasing product value through brand innovation is a key factor contributing to brand equity and, eventually, business success. Additionally, Hanaysha and Hilman (2015) found that product innovation had a significant

positive influence on brand equity. A study by Norskov, Chrysochou, and Milenkova (2015) showed that innovation attributes also affect brand equity. Therefore, the researcher the following hypothesis:

H₃: *Brand innovation has a positive influence on brand equity.*

From the research objectives in this study, literature review, and hypothesis development, Figure 1 illustrates the proposed research conceptual framework.

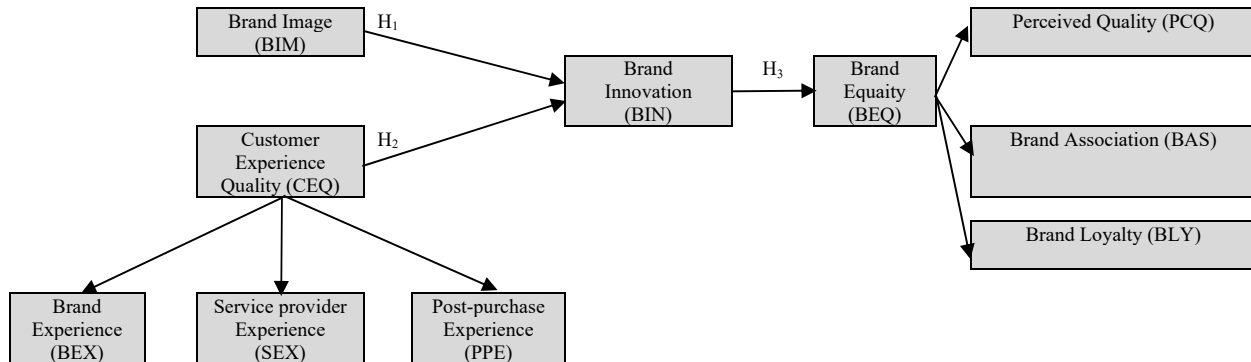


Fig. 1. the conceptual model constructed in this study

3. Research Methodology

3.1 Scale development

The tool used was an online questionnaire consisting of 8 questions on brand innovation (Eisingerich & Rubera, 2010; Gozukara & Çolakoglu, 2016; Hubert, Florack, Gattringer, Eberhardt, Enkel, & Kenning, 2017), 20 questions on brand image (Da Silva & Syed Alwi, 2008), 25 questions on customer experience quality (Kuppelwieser & Klaus, 2020) and 11 questions on brand equity (Yoo & Donthu, 2001). A 7-level Likert Scale was used in the questionnaire (1 = strongly disagree, 7 = strongly agree).

3.2 Sample and Data Collection

The sample group in the study were 562 people who had used food ordering applications in the Bangkok Metropolitan Region, including Nonthaburi, Pathum Thani, Nakhon Pathom, Samut Prakan, and Samut Sakhon. Most of the sample group was female (73.7 percent) between 23-30 years (31.7 percent), single (74.7 percent), bachelor's degree (67.8 percent), students (36.5 percent), with an average monthly income of less than 15,000 baht (39.5 percent), and currently living in Bangkok (50.5 percent). All respondents have experience using food ordering apps. The average frequency for using the service is 1-2 times/week (52.7 percent), and GrabFood is the most used food delivery service (30.3 percent). The mean of the observed variables was between 6.06-4.96, with a standard deviation between 1.511-1.035. The skewness and kurtosis were between -2 and 2, indicating that the data has a normal distribution (Tabachnick & Fidell, 2007).

3.3. Data Analysis

The analytical technique in this research was a Confirmatory Factor Analysis (CFA) to verify the suitability and the validity of the structural equation model, which was then analyzed with SEM for hypothesis testing.

4. Results

4.1 Testing of Model Suitability

Confirmatory Factor Analysis (CFA) considers the component weights to determine the co-variance of the indicator. When considering the Chi-squared for overall fit assessment (χ^2/df), the acquired value was 1.601 (<5), the Goodness of Fit Index (GFI) was 0.901 (>0.90), and the Comparative Fit Index (CFI) was 0.977 (>0.95), Root Mean Square Error of Approximation (RMSEA) was 0.033 (<0.06), and the Standardized Root Mean Square Residual (SRMR) was 0.0263 (<0.05). The results showed that the Confirmatory Factor Analysis was at a high, to a very high level. In addition, the factor loading of the observable variables has a value between 0.610 and 0.908 (> .50), all of which met the specified criteria (Byrne, 2016).

In addition, the researchers examined the composite reliability (CR) and average variance extracted (AVE), which were the mean of the variances of the latent variables described by the observable variables. The composite reliability (CR) was greater than 0.70, and the mean of the average variance extracted (AVE) was greater than 0.50, indicating that each latent variable could the variance of the observable variables was unified. The assessment of the measurement model provided strong

evidence that all latent variable operating definitions are accurate and reliable. For reliability analysis, Cronbach's Alpha coefficients were used to find all values greater than 0.70, indicating that the data analyzed were highly reliable (Hair, Hult, Ringle & Sarstedt, 2017). The results of the validity and reliability analysis are shown in Table 1. Moreover, this study also measured the discriminant validity from the squared correlation between latent variables and the average variance. The squared correlation between the latent variable should be lower than the AVE (Fornell & Larcker, 1981). Therefore, the measurement model has discriminant validity.

Table 1
Measurement items of the construct's analysis outcomes

Constructs and measurement items	Factor Loading	α	CR	AVE
Brand Innovation (BIN)		0.903	0.833	0.502
1. My favorite startup business's food ordering app brand is more creative than the competitors. (BIN1)	0.635			
2. This brand is a pioneer of innovation within the same business group. (BIN2)	0.610			
3. This brand meets the needs of customers with good service. (BIN6)	0.780			
4. This brand provides efficient solutions according to customer requirements. (BIN7)	0.756			
5. Customers can rely on this brand to present new solutions to problems directly according to their needs. (BIN8)	0.745			
Brand Image (BIM)		0.965	0.952	0.588
1. My favorite startup business's food delivery app expresses pleasantness. (BIM1)	0.674			
2. This brand expresses friendliness. (BIM2)	0.761			
3. This brand helps support my lifestyle. (BIM4)	0.713			
4. This brand expresses trendiness. (BIM6)	0.740			
5. This brand expresses creativity and imagination. (BIM9)	0.715			
6. This brand expresses innovation. (BIM10)	0.713			
7. This brand provides me with a service through technical expertise. (BIM11)	0.777			
8. This brand provides me with an open and broad service. (BIM12)	0.821			
9. This brand provides an easygoing feeling for me. (BIM13)	0.818			
10. I can easily use a service from this brand. (BIM14)	0.774			
11. This brand seems straightforward to me. (BIM15)	0.806			
12. This brand provides a caring and refined service. (BIM16)	0.804			
13. I feel secure when using this brand's service. (BIM19)	0.803			
14. This brand is reliable. (BIM20)	0.796			
Customer Experience Quality (CEQ)		0.976	0.973	0.658
<i>Brand Experience (BEX)</i>				
1. This brand gives good advice on the right product or service for me. (CEQ3)	0.808			
2. Personnel working with this brand can be good brand representatives. (CEQ5)	0.842			
3. The proposal from this brand is of excellent quality. (CEQ6)	0.833			
4. The proposals from this brand are superior to those of other brands. (CEQ7)	0.771			
<i>Service provider Experience (SEX)</i>				
5. Communicating with this brand is very easy. (CEQ9)	0.766			
6. I can track every step of the service of this brand. (CEQ10)	0.781			
7. This brand's communication with me is flexible. (CEQ11)	0.817			
8. This brand is consistent in its communications. (CEQ12)	0.819			
9. This brand understands my needs and concerns. (CEQ13)	0.807			
10. The person I was in contact with from this brand has good skills. (CEQ14)	0.808			
11. I have a good relationship with the personnel from this brand. (CEQ16)	0.796			
12. The overall facilities of this brand are designed to meet my needs better than the competition. (CEQ17)	0.829			
13. Offline services of this brand, such as delivery service, were designed to be the most efficient for me. (CEQ19)	0.788			
<i>Post-purchase Experience (PPE)</i>				
14. I will continue to use this brand's service in the future because they understand my needs very well. (CEQ20)	0.803			
15. This brand knows exactly what I need. (CEQ21)	0.809			
16. This brand keeps updating and informing various news to keep me informed. (CEQ22)	0.812			
17. This brand will continue to look after and provide services to me. (CEQ23)	0.842			
18. This brand can handle everything for me very well when something goes wrong. (CEQ24)	0.820			
19. I am happy that this brand provides the services to me. (CEQ25)	0.855			
Brand Equity (BEQ)		0.948	0.954	0.698
<i>Perceive Quality (PCQ)</i>				
1. This brand represents consistent quality service. (BEQ2)	0.863			
2. This brand represents a reliable service. (BEQ3)	0.901			
3. This brand represents beneficial and efficient service. (BEQ4)	0.908			
<i>Brand Association (BAS)</i>				
4. I can distinguish this brand from other brands. (BEQ6)	0.794			
5. I can quickly recall the symbol or logo of this brand. (BEQ7)	0.805			
6. I am familiar with this brand. (BEQ8)	0.848			
<i>Brand Loyalty (BLY)</i>				
7. I am loyal to this brand. (BEQ9)	0.768			
8. This brand will be my first option. (BEQ10)	0.871			
9. I choose to use only this brand although there are services from other brands to choose from. (BEQ11)	0.746			

4.2 Hypotheses Testing

The results of the analysis of the structural model to study the relationship between brand image, customer experience quality, brand innovation, and brand equity showed that the model was consistent with the empirical data with all the five overall fit indices values that passed the accepted criteria of $\chi^2/df = 1.618$, GFI = 0.901, CFI = 0.977, RMSEA = 0.033, and SRMR = .0296 (Byrne, 2016), as shown in Fig. 2.

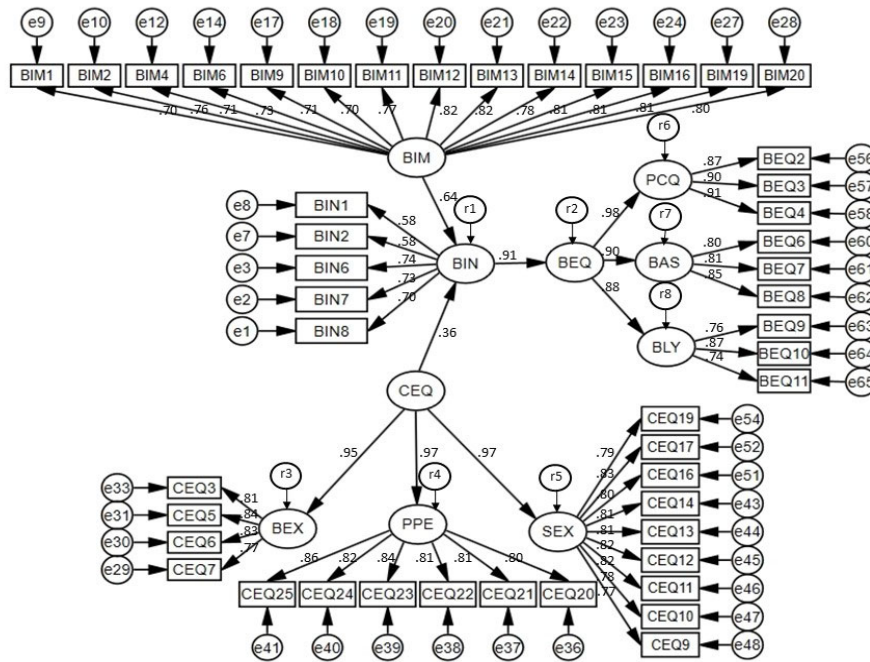


Fig. 2. Analysis of the SEM model

Table 2 shows the hypotheses testing results of the relationship between the variables in the proposed study, explaining that the t-values of H1, H2, and H3 are greater than 1.96, and these hypotheses are significant at the $\alpha = 1\%$ level. Therefore, these hypotheses were confirmed.

Table 2
The outcomes of hypotheses testing

Relationship	Hypotheses	β	t-value	p-value	Results
BIM → BIN	H1	0.638	7.981	0.000	supported
CEQ → BIN	H2	0.362	5.169	0.000	supported
BIN → BEQ	H3	0.905	17.500	0.000	supported

5. Discussion

Previous studies generally focus on product innovation from a business perspective. Most studies also focus on studying brand innovations in the context of large-scale industrial businesses, global brands, and luxury brands. There is still a lack of attention to the study of the antecedents and consequences of brand innovation, especially in the context of the online food delivery service business from the consumers’ point of view since it is the fastest-growing business today, with a trend to grow exponentially in the future in this era of digital marketing.

Therefore, the objective of this study is to study the influence of brand image and customer experience quality, which were identified as antecedents for brand innovation and the influence of brand innovation on brand equity. Brand equity is identified as the consequence of brand innovation. In the context of an online food delivery service business, the results of this study will add value and fill academic gaps in the brand management literature. This study will also increase academic study value in consumer-based approach, the customer relationship management theory (CRM) and improve online food delivery service business’s perspective on brand management issues through the strengthening of the brand through brand innovation.

The study results indicated that brand image and customer experience quality have a significant influence on brand innovation. The first point is that brand images that reflect the consumer’s point of view may cause new changes in the brand and are a tool that has a positive influence on brand innovation. These brand images can also indirectly affect the success of future innovations and other marketing activities in the long term (Brexendorf et al., 2015). Therefore, if a business wants to

drive the organization forward, one issue that should be focused on is the brand image design that is engraved in the hearts and memories of consumers since that is the way to the goal of brand innovation development (Meng, 2020) and brand equity creation, which is the result of brand innovation.

As for the second issue, this study showed significant evidence that customer experience quality positively influences brand innovation. This result can be explained by the fact that if a business value and does not ignore customer experience quality, for example, how the customer evaluates the service experience and give both positive and negative feedback on the service, and the business take those customer experience quality to manage brand innovations, such as improving existing services and possibly expanding the service to be more aligned with customer expectations (Nieves & Quintana, 2018; Chen et al., 2015) or restructuring and change the basic service processes (Zhang et al., 2018; Girod & Whittington, 2017). Apart from helping businesses determine the reasons customers choose the service (Jenings et al., 2009), the study of customer experience quality can also shed light on the emotional aspects of the customers that can be used as a guideline for creating innovations for the brand and, ultimately, produce a valuable result of brand innovation, and that is brand equity.

Eventually, as brand equity is the outcome of this study's brand innovation, the main finding of this study was that brand innovation has a strong positive influence on brand equity. In other words, if a business is driven by the role of brand innovation, it will enable businesses to make a big difference (Koschmann & Sheth, 2019), which is the key to brand equity creation. This prevents the brand from being just a generic brand that only has the potential to compete with others in terms of price, but a brand that has great equity in the eyes of consumers (Kotler & Keller, 2016). This finding is consistent with many significant studies of several scholars that can be used as supporting evidence (Chien, 2013; Hanaysha & Hilman, 2015).

6. Conclusions

The findings provide practical results for online food-delivery service business managers. If the brand develops a good image and customer experience quality, they will help the brand create a good level of innovation and add equity to that brand, which is a crucial strategy that helps create competitive advantages in the 5.0 marketing era. Online food-delivery service business managers should use the brand innovation strategy by creating a good brand image in the eyes of consumers, such as presenting creative, lively, bright, uncomplicated presentations demonstrating the friendliness of the riders and the online food delivery app, creating customer experience quality, both the experience from the service and post-purchase experiences. Other examples are, for instance, the businesses present their expertise to customers, excellent service quality, consistently providing news and information and interacting with customers, continuously creating a happy experience through their applications and riders, etc. The two factors mentioned above, both brand image and customer experience quality, are the antecedents or have a role in driving forward and creating brand innovation. If a business can create a good level of brand innovation, it will lead to the outcome, which is brand equity from the consumers' point of view. This study is a piece of empirical evidence in fulfilling academic knowledge gaps in the theory of brand management and customer relationship management.

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