

DIGITAL MARKETING STRATEGY, SERVICE QUALITY, AND CUSTOMER ENGAGEMENT: INVESTIGATING THE MEDIATING EFFECT OF CUSTOMER EXPERIENCE IN ASTRO'S QUICK COMMERCE PLATFORM

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Abstract

The accelerated expansion of quick commerce has sharpened rivalry among digital retail platforms, compelling business actors to formulate robust marketing approaches and ensure excellent service performance in order to sustain customer involvement. This study was undertaken to examine the degree to which digital marketing strategy and service quality contribute to customer engagement, while also assessing the explanatory role of customer experience in linking these variables among users of ASTRO's 24-hour quick commerce service in Indonesia. A quantitative explanatory research design was employed, utilizing survey data gathered from 285 active ASTRO users who had completed transactions during the preceding three months. The collected data were processed using PLS-SEM. The findings reveal that digital marketing strategy exerts a significant effect on customer experience ($\beta = 0.578$, $p < 0.001$), and service quality likewise produces a positive and significant influence on customer experience ($\beta = 0.406$, $p < 0.001$). In addition, customer experience is shown to have a significant impact on customer engagement ($\beta = 0.449$, $p < 0.001$). Digital marketing strategy and service quality are also proven to make meaningful contributions to customer engagement, while customer experience serves as a key mechanism in clarifying customer behavioral responses. These results emphasize the necessity of harmonizing well-directed digital marketing efforts with reliable service delivery to generate favorable customer experiences and reinforce customer engagement. This study enriches the expanding body of scholarship on digital marketing and consumer behavior in the quick commerce sector, while offering managerial implications for strengthening customer relationships within increasingly competitive digital business environments.

Keywords: Digital Marketing Strategy, Service Quality, Customer Experience, Customer Engagement, Quick Commerce, PLS-SEM

1. INTRODUCTION

The swift progression of digital technology has substantially altered consumer behavioral patterns and reconfigured the competitive dynamics within the retail sector. The increasing adoption of smartphones, mobile applications, and internet-based services has encouraged businesses to develop innovative approaches that provide greater convenience, accessibility, and efficiency for customers. One of the most notable developments resulting from this transformation is the emergence of quick commerce, a business model that focuses on ultra-fast delivery services to meet consumers' immediate needs. Unlike traditional e-commerce platforms, quick commerce emphasizes speed, real-time responsiveness, and seamless customer experiences throughout the purchasing process. In Indonesia, the growth of digital commerce has created substantial opportunities for quick commerce platforms. Consumers increasingly expect faster service, shorter delivery times, and greater convenience when purchasing everyday products. This trend has encouraged the emergence of various quick commerce providers, including ASTRO, which offers 24-hour delivery services

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supported by a digital application ecosystem. Through its platform, ASTRO seeks to provide customers with an efficient shopping experience by combining technological innovation, operational excellence, and customer-oriented services. Nevertheless, as rivalry in the quick commerce sector becomes increasingly stringent, companies are required to continually formulate effective strategies to attract, involve, and preserve their customer base. In highly competitive digital markets, organizations can no longer rely solely on product availability or competitive pricing as sources of differentiation. Instead, companies must focus on creating meaningful customer relationships through effective digital communication and superior service delivery. As a result, digital marketing strategy and service quality have become critical determinants of customer behavior and business performance. These factors not only influence customers' perceptions of a platform but also affect their willingness to interact with and remain loyal to a service provider (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2021).

Digital marketing strategy has evolved beyond its traditional role as a promotional tool and is increasingly recognized as a strategic mechanism for building customer relationships. Through social media marketing, online advertising, personalized communication, content marketing, and interactive engagement, organizations can create stronger connections with customers and enhance customer value. Effective digital marketing enables firms to communicate relevant information, understand customer preferences, and deliver personalized experiences that encourage customer participation and interaction. Consequently, digital marketing has become an essential component of customer relationship management within digital business environments (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2021).

Prior scholarly works have underscored the strategic salience of digital marketing in shaping customer engagement and various customer-oriented outcomes. Studies undertaken by Amin et al. (2025) as well as Mulyawati and Rachbini (2025) demonstrated that effective digital marketing initiatives positively contribute to customer interaction and engagement. However, empirical findings remain inconsistent across different contexts. Jarrar et al. (2020) argued that digital marketing activities may not always generate significant engagement outcomes, particularly when marketing content lacks relevance or fails to address customer expectations. These inconsistencies indicate that additional variables may explain how digital marketing influences customer engagement.

Another determinant that holds a pivotal position in influencing customer behavior is the quality of service delivered. Service quality refers to customers' overall evaluation of a company's ability to deliver reliable, responsive, and satisfactory services. In the context of quick commerce, customers expect efficient order processing, accurate deliveries, prompt customer support, and dependable service performance. Because customer interactions are embedded across the whole service delivery process, service quality is regarded as a decisive factor in shaping customer perceptions and subsequent behavioral intentions (Zeithaml et al., 2020; Wirtz & Lovelock, 2021).

The significance of service quality has been widely acknowledged in marketing and service management literature. Prior empirical inquiries have shown that excellent service quality exerts a favorable influence on customer satisfaction, trust, loyalty, and the establishment of enduring relational bonds (Misidawati et al., 2023; Sagala et al., 2021). Within digital service ecosystems, where customers possess considerable ease in shifting from one competing platform to another, the preservation of excellent service quality becomes indispensable for maintaining customer relationships and securing competitive advantage. Accordingly, organizations are required to continually refine their service performance in order to fulfill customer expectations and strengthen the overall value perceived by customers.

Although digital marketing strategy and service quality are widely recognized as important organizational capabilities, their influence on customer engagement may not occur directly. Rather, customer experience frequently operates as a pivotal intervening mechanism through which organizational initiatives are translated into customer behavioral responses. Customer experience represents customers' overall perceptions resulting from interactions with a company across multiple touchpoints throughout the customer journey. These interactions involve cognitive, emotional, behavioral, and sensory responses that collectively shape customers' evaluations of a service provider (Becker & Jaakkola, 2020; De Keyser et al., 2020).

Within digital commerce platforms, customer experience is formed through various interactions, including application usability, information accessibility, transaction convenience, service responsiveness, and delivery performance. Positive customer experiences can strengthen customer satisfaction, increase perceived value, and encourage favorable behavioral responses. Consequently, customer experience has emerged as a core construct in interpreting customer behavior and fostering relational development within digital business ecosystems (Becker & Jaakkola, 2020; De Keyser et al., 2020).

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Several scholarly inquiries have underscored the mediating function of customer experience in clarifying the manner in which organizational strategies are converted into customer-related outcomes. Felix et al. (2023) revealed that customer experience provides a substantial contribution to customer satisfaction, retention, and loyalty within digital platform settings. In a similar vein, Majeed et al. (2025) indicated that customer experience serves as an intervening variable in the relationship between digital transformation initiatives and customer behavioral outcomes. These findings imply that organizations should not merely concentrate on acquiring customers, but must also cultivate meaningful and memorable experiences capable of reinforcing customer relationships in a sustainable manner.

Customer engagement denotes the extent to which customers are cognitively, emotionally, and behaviorally involved with a company, brand, or digital platform. Customers with high engagement generally exhibit active participation, favorable word-of-mouth communication, advocacy-oriented behavior, and a stronger inclination to continue using the service. In digital business environments, customer engagement is considered a key indicator of relationship quality because it reflects customers' willingness to maintain ongoing interactions with an organization (Hollebeek et al., 2021; de Oliveira Santini et al., 2020).

Previous empirical works have consistently demonstrated that customer engagement provides a substantial contribution to customer retention, loyalty formation, and sustained business performance. Furthermore, customer experience has been acknowledged as a particularly influential antecedent in cultivating customer engagement, suggesting that organizations are required to give greater emphasis to customer-oriented strategies in order to preserve customer involvement and reinforce their competitive standing (Dhaigude & Mohan, 2023; Kaur et al., 2023). Thus, examining the determinants that shape customer engagement remains a salient research concern, particularly in digital service industries characterized by rapid change and intense market dynamism.

Although scholarly attention to digital marketing strategy, service quality, customer experience, and customer engagement has continued to expand, empirical substantiation within the quick commerce sector remains comparatively scarce, especially in the context of Indonesia's digital commerce environment. Most prior studies have predominantly concentrated on conventional e-commerce, retail services, or social media platforms, while research investigating customer engagement within ultra-fast delivery services remains scarce. Given the unique characteristics of quick commerce, additional empirical evidence is needed to better understand how customers develop experiences and engagement within this context.

Accordingly, this study is intended to assess how digital marketing strategy and service quality shape customer engagement, while placing customer experience as a mediating mechanism among users of ASTRO's 24-hour quick commerce platform in Indonesia. The results are anticipated to enrich the scholarly discourse on digital marketing and consumer behavior, while also offering practical implications for managers in strengthening customer engagement through well-orchestrated marketing strategies, excellent service quality, and favorable customer experiences.

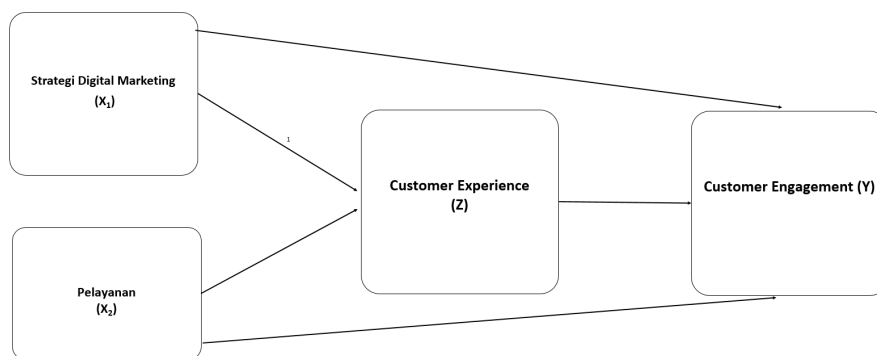


Figure 1. Conceptual Framework of the Proposed Research Model

Drawing upon the proposed conceptual research model, the hypotheses of this study are formulated as follows:

H1: Digital Marketing Strategy positively and significantly affects Customer Experience.

H2: Service Quality positively and significantly affects Customer Experience.

H3: Digital Marketing Strategy positively and significantly affects Customer Engagement.

H4: Service Quality positively and significantly affects Customer Engagement.

H5: Customer Experience positively and significantly affects Customer Engagement.

2. RESEARCH METHOD

Research Design

This study utilized a quantitative explanatory design to analyze the relational patterns among Digital Marketing Strategy, Service Quality, Customer Experience, and Customer Engagement in the context of ASTRO's quick commerce platform in Indonesia. The explanatory design was employed because it allows the researcher to identify causal linkages between variables and determine the extent of both direct and indirect effects established in the proposed model. Quantitative methods are particularly appropriate for testing hypotheses and evaluating theoretical models using statistical techniques (Sekaran & Bougie, 2016).

Population and Sample

The target population of this study consisted of ASTRO users who had undertaken at least one transaction during the preceding three-month period. This population was selected because individuals with recent transaction experiences were expected to provide more accurate evaluations regarding the platform's marketing activities, service performance, customer experience, and engagement levels. The sample size was established by referring to the requirements of PLS-SEM. In accordance with Hair et al. (2022), a sample involving more than 200 respondents is deemed sufficient to produce dependable parameter estimates and adequate statistical power. Accordingly, 285 valid responses were successfully obtained and subsequently utilized in the final data analysis.

Purposive sampling was employed as the sampling technique. Respondents were selected based on several predetermined criteria.

1. They must have used ASTRO's services more than once during the last three months.
2. They were required to be at least 17 years of age.
3. They needed to have prior experience in interacting with the ASTRO application and completing transactions through the platform.

The application of these criteria was intended to ensure that the respondents had adequate experiential familiarity to assess the constructs investigated in this study.

Data Collection Procedure

Primary data were obtained through a structured questionnaire administered online during the period from January to March 2026. Online distribution was considered appropriate because the target respondents were active users of a digital commerce platform. Prior to administering the main survey, the questionnaire underwent an initial review to verify the clarity, appropriateness, and consistency of its items with the research objectives. The questionnaire was organized into two main sections. The first section was designed to obtain respondents' demographic profiles, encompassing gender, age, frequency of platform usage, and length of experience in utilizing the service. The second section measured respondents' perceptions of the study variables using multiple indicators derived from previous literature.

Measurement of Variables

Each construct in this study was evaluated through a five-point Likert scale, spanning from 1 to 5, in which 1 represents Strongly Disagree, 2 represents Disagree, 3 represents Neutral, 4 represents Agree, and 5 represents Strongly Agree. The indicators used to measure each variable were drawn and adjusted from previous authoritative studies to secure content validity and theoretical consistency.

Digital Marketing Strategy (X_1)

Digital Marketing Strategy was measured through indicators related to:

- Social media marketing
- Content marketing
- Online advertising
- Digital responsiveness

- Personalized communication

These indicators were adapted from Chaffey and Ellis-Chadwick (2019) and Kotler and Keller (2021).

Service Quality (X₂)

Service Quality was measured using indicators reflecting:

- Service responsiveness
- Delivery speed
- Delivery accuracy
- Reliability of service performance
- Ability to meet customer expectations

These indicators were derived and adjusted from the works of Zeithaml et al. (2020) as well as Wirtz and Lovelock (2021).

Customer Experience (Z)

Customer Experience was measured through indicators associated with:

- Ease of application use
- Convenience during transactions
- Service efficiency
- Delivery experience
- Overall satisfaction with the service process

The indicators were adopted and contextually refined from Lemon and Verhoef (2016), Becker and Jaakkola (2020), and De Keyser et al. (2020).

Customer Engagement (Y)

Customer Engagement was measured through indicators related to:

- Active interaction with the platform
- Participation in promotional activities
- Recommendation behavior
- Emotional attachment
- Intention to continue using the platform

These indicators were adopted and contextually modified from the studies of Hollebeek et al. (2014) and Hollebeek et al. (2021).

Data Analysis Technique

The analytical process was conducted by employing PLS-SEM with the aid of SmartPLS software. The PLS-SEM approach was employed because it is considered appropriate for evaluating intricate relationships among latent constructs and for assessing direct as well as indirect effects within a single analytical framework (Hair et al., 2022; Sarstedt et al., 2021).

The analytical procedure was undertaken in two successive stages:

Measurement Model Evaluation (Outer Model)

The measurement model was examined to ascertain whether the constructs demonstrated adequate validity and reliability.

The evaluation was conducted by referring to the following criteria:

- Indicator loading values reaching above the 0.70 threshold.
- Average Variance Extracted (AVE) values attaining more than 0.50.
- Composite Reliability values exceeding the recommended 0.70 cut-off point.
- Cronbach's Alpha values surpassing the minimum threshold of 0.70.

Meeting these criteria indicates that the constructs have achieved an acceptable level of convergent validity, discriminant validity, and internal consistency reliability.

Structural Model Evaluation (Inner Model)

The structural model evaluation was conducted using several analytical criteria, namely:

- Path Coefficients (β)
- Coefficient of Determination (R^2)
- Predictive Relevance (Q^2)
- Effect Size (f^2) when applicable
- Bootstrapping procedures

The bootstrapping procedure was applied to determine whether the hypothesized relationships were statistically significant. A hypothesis was regarded as accepted when the t-statistic value surpassed 1.96 and the corresponding p-value was below 0.05.

Research Framework

The proposed model investigates the direct influence of Digital Marketing Strategy and Service Quality on Customer Experience and Customer Engagement. Furthermore, Customer Experience is positioned as a mediating variable that elucidates how Digital Marketing Strategy and Service Quality are translated into Customer Engagement among users of ASTRO's quick commerce platform.

3. RESULTS AND DISCUSSION

3.1 Respondent Profile

A total of 980 questionnaires were disseminated, from which 285 valid responses were obtained and deemed to satisfy the predetermined sampling criteria. The other 695 responses were omitted from the analysis because they failed to meet the established screening requirements, such as incomplete questionnaire completion, nonconformity with the minimum usage criterion, or inconsistencies detected during the data verification process. Accordingly, the final dataset comprised only fully completed questionnaires submitted by respondents who fulfilled all eligibility conditions. The respondents were ASTRO users who had conducted at least one transaction during the preceding three months. This criterion was applied to ensure that participants had adequate familiarity with the platform and were capable of providing credible assessments of digital marketing activities, service quality, customer experience, and customer engagement.

Table 1. Respondents' Characteristics and Demographic Profile

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	146	51.2
	Female	139	48.8
Age	21–25 years	79	27.8
	26–30 years	84	29.5
	31–35 years	61	21.3
	> 35 years	61	21.4
Usage Frequency	Once per month	62	21.6
	2–5 times per month	99	34.7
	> 5 times per month	82	28.9
	Irregular	42	14.8
Duration of Use	< 3 months	59	20.7
	3–6 months	87	30.4
	6–12 months	76	26.7
	> 1 year	63	22.2
Total		285	100

Source: Data processed (2026)

Based on Table 1, the distribution of respondents by gender appeared relatively proportionate, comprising 51.2% male respondents and 48.8% female respondents. Regarding age composition, respondents aged 26–30 years constituted the largest group (29.5%), while those aged 21–25 years represented the next largest proportion (27.8%). These findings

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indicate that the respondents primarily belonged to the productive age group, which represents a significant segment of digital commerce users. Regarding platform usage frequency, most respondents reported using ASTRO between two and five times per month (34.7%), followed by users who utilized the service more than five times per month (28.9%). Furthermore, the largest proportion of respondents had used the platform for three to six months (30.4%), suggesting that participants had accumulated sufficient experience to evaluate the service effectively. The heterogeneity of respondent characteristics indicates that the data obtained sufficiently reflect diverse customer segments within ASTRO's user base, thereby reinforcing the validity of the subsequent analytical process.

3.2 Measurement Model Assessment (Outer Model)

The measurement model was evaluated to ascertain the validity and reliability of the constructs utilized in this study. The assessment covered convergent validity, discriminant validity, and internal consistency reliability.

Convergent Validity

Convergent validity was assessed based on the factor loading values. Referring to Hair et al. (2022), indicators with loading values exceeding 0.70 are considered adequate in reflecting their respective constructs.

Table 2. Convergent Validity Results

Variable	Indicators	Loading Factor	Interpretation
Digital Marketing Strategy (X ₁)	X1.1 – X1.5	0.78 – 0.91	Valid
Service Quality (X ₂)	X2.1 – X2.5	0.76 – 0.89	Valid
Customer Experience (Z)	Z1 – Z5	0.80 – 0.92	Valid
Customer Engagement (Y)	Y1 – Y5	0.79 – 0.90	Valid

Source: Data processed (2026)

The findings demonstrate that all measurement indicators obtained loading values attaining more than the recommended 0.70 standard. Consequently, all indicators were deemed valid and were retained for the subsequent analytical stage.

Reliability and Discriminant Validity

Reliability was evaluated by employing Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) as the principal assessment criteria.

Table 3. Assessment of Construct Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	AVE
Digital Marketing Strategy	0.93	0.95	0.79
Service Quality	0.91	0.94	0.76
Customer Experience	0.94	0.96	0.81
Customer Engagement	0.92	0.95	0.78

Source: Data processed (2026)

The findings reveal that all constructs obtained Composite Reliability values above 0.70 and AVE values exceeding 0.50. In addition, the Cronbach's Alpha values were higher than the recommended cut-off point of 0.70, thereby indicating an acceptable level of internal consistency reliability. These results provide evidence that the measurement model fulfills the required standards of reliability and convergent validity.

3.3 Structural Model Assessment (Inner Model)

Once the validity and reliability of the measurement model were established, the structural model assessment was conducted to analyze the interrelationships among the constructs.

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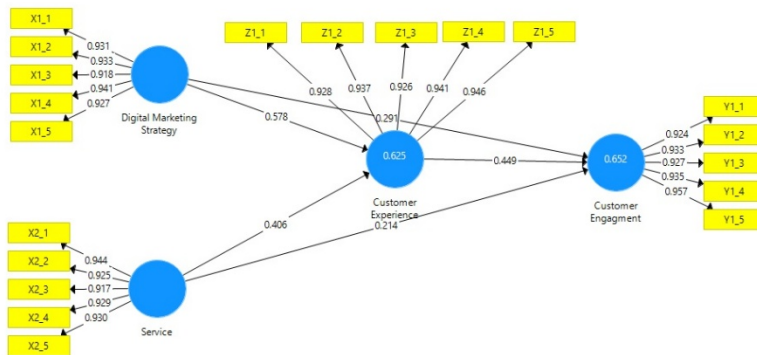


Figure 2. Structural Model Results (PLS Algorithm)

Source: Data processed using SmartPLS (2026).

Figure 2 depicts the structural linkages among Digital Marketing Strategy, Service Quality, Customer Experience, and Customer Engagement. The model illustrates that both Digital Marketing Strategy and Service Quality exert positive influences on Customer Experience. In turn, Customer Experience contributes positively to Customer Engagement. Moreover, the model also presents the direct effects of Digital Marketing Strategy and Service Quality on Customer Engagement, while underscoring the pivotal role of Customer Experience in elucidating the relationships among the examined constructs.

Coefficient of Determination (R²)

The R² was assessed to determine the extent to which the proposed model explains the variance in the endogenous constructs. The results are displayed in Table 4.

Table 4. Coefficient of Determination (R²)

Endogenous Variable	R ²	Interpretation
Customer Experience	0.60	Moderate
Customer Engagement	0.65	Moderate–Strong

Source: Data processed (2026)

The findings indicate that Digital Marketing Strategy and Service Quality account for 60% of the variance in Customer Experience (R² = 0.60). Furthermore, Digital Marketing Strategy, Service Quality, and Customer Experience jointly explain 65% of the variance in Customer Engagement (R² = 0.65).

These findings imply that the proposed model demonstrates a moderate to substantial level of explanatory capacity in predicting customer behavior within the quick commerce setting.

Path Coefficients

Path coefficients were analyzed to ascertain the magnitude and directional tendency of the relationships established among the constructs.

Table 5. Path Coefficients

Relationship	Path Coefficient (β)
Digital Marketing Strategy → Customer Experience	0.578
Service Quality → Customer Experience	0.406
Customer Experience → Customer Engagement	0.449

Source: Data processed (2026)

The findings indicate that Digital Marketing Strategy produces the most pronounced effect on Customer Experience (β = 0.578), followed by Service Quality with a coefficient value of β = 0.406. Furthermore, Customer Experience significantly influences Customer Engagement (β = 0.449).

These findings indicate that customers' experiences are strongly influenced by both marketing activities and service performance. Positive customer experiences subsequently contribute to stronger engagement with the platform.

Predictive Relevance (Q²)

Predictive relevance was assessed through the application of the blindfolding procedure.

Table 6. Predictive Relevance (Q²)

Variable	SSO	SSE	Q ² (= 1 – SSE/SSO)
Customer Engagement	1425.000	617.948	0.566
Customer Experience	1425.000	651.240	0.543
Digital Marketing Strategy	1425.000	1425.000	-
Service Quality	1425.000	1425.000	-

Source: Data processed (2026)

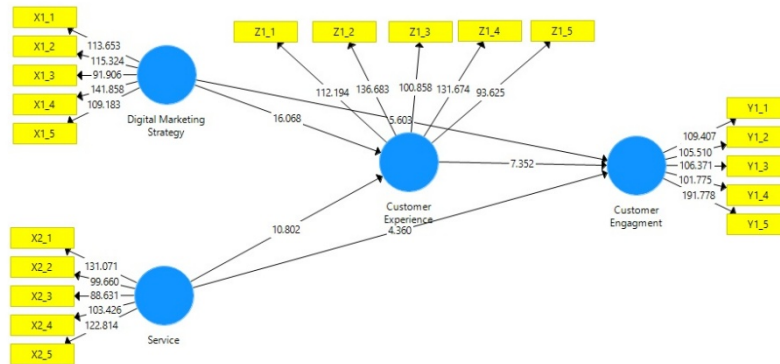
Based on Table 6, the Q² value obtained for Customer Experience is 0.543, whereas the Q² value for Customer Engagement reaches 0.566. Since both values exceed zero, the model can be considered to possess satisfactory predictive relevance. Q² values greater than zero signify that the structural model is capable of predicting the endogenous constructs. Accordingly, the proposed model demonstrates an adequate level of predictive capability.

Therefore, the proposed model exhibits considerable predictive capacity in elucidating customer behavior within ASTRO's quick commerce platform.

3.4 Hypothesis Testing

Hypothesis testing was performed through the bootstrapping procedure in SmartPLS to determine the significance of the hypothesized relationships. The bootstrapping results are illustrated in Figure 3.

Figure 3. Results of the Bootstrapping Analysis



Source: Data processed using SmartPLS (2026).

Figure 3 displays the bootstrapping output employed to determine the statistical significance of the hypothesized relationships. The significance of each structural path was assessed through the bootstrapping procedure. A relationship was regarded as statistically significant when the t-statistic value surpassed the critical threshold of 1.96 at the 5% significance level, accompanied by a p-value below 0.05.

The comprehensive results of the hypothesis testing are reported in Table 7.

Table 7. Results of Hypothesis Testing

Hypothesis	Path	B	t-value	p-value	Result
H1	DMS → CE	0.578	16.068	0.000	Supported
H2	SQ → CE	0.406	10.802		
H3	DMS → CEng	0.291	5.603		
H4	SQ → CEng	0.214	4.360		
H5	CE → CEng	0.449	7.352		

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As presented in Table 7, all proposed relationships are statistically significant, as indicated by t-statistic values that surpass the critical threshold of 1.96 and p-values that remain below 0.05. Digital Marketing Strategy is shown to exert a significant influence on Customer Experience ($\beta = 0.578$; $t = 16.068$; $p < 0.001$), thereby confirming H1. Likewise, Service Quality demonstrates a significant effect on Customer Experience ($\beta = 0.406$; $t = 10.802$; $p < 0.001$), thus providing support for H2. Digital Marketing Strategy likewise exhibits a significant and positive influence on Customer Engagement ($\beta = 0.291$; $t = 5.603$; $p < 0.001$), thereby validating H3. In the same manner, Service Quality is found to significantly affect Customer Engagement ($\beta = 0.214$; $t = 4.360$; $p < 0.001$), thus confirming H4. Furthermore, Customer Experience is proven to exert a significant influence on Customer Engagement ($\beta = 0.449$; $t = 7.352$; $p < 0.001$), thereby providing support for H5. These results affirm the essential role of customer experience in strengthening customer engagement within the quick commerce sector. Overall, the findings reveal that both Digital Marketing Strategy and Service Quality provide substantial contributions to Customer Engagement, while Customer Experience serves as a pivotal element in elucidating the interrelationships among these constructs. The results suggest that favorable customer experiences are capable of reinforcing the effect of organizational initiatives on customer engagement. Accordingly, customer experience can be regarded as a crucial factor in explaining how marketing strategies and service quality are translated into customer behavioral outcomes within ASTRO's quick commerce platform.

3.5 Discussion

The findings of this study offer empirical substantiation of the interrelationships among Digital Marketing Strategy, Service Quality, Customer Experience, and Customer Engagement in the setting of ASTRO's quick commerce platform in Indonesia. In general, the results reveal that Digital Marketing Strategy and Service Quality exert significant effects on both Customer Experience and Customer Engagement. Moreover, Customer Experience assumes a salient role in clarifying the manner in which organizational strategies are converted into customer behavioral outcomes. These findings underscore the necessity of integrating well-structured digital marketing initiatives with excellent service delivery in order to reinforce customer engagement within digital business environments.

The analysis demonstrated that Digital Marketing Strategy exerts a positive and statistically significant influence on Customer Experience. This finding suggests that customers tend to develop more favorable experiences when they receive relevant information, personalized communication, and engaging digital interactions through the platform. In the quick commerce industry, customers frequently interact with promotional content, social media communication, and application-based recommendations before making purchasing decisions. These interactions contribute to the formation of customer perceptions and influence their overall experience with the platform. Therefore, digital marketing should not be perceived merely as a promotional instrument, but rather as a strategic mechanism for generating value and enriching customer experiences. This finding is aligned with prior studies that underscore the role of digital marketing in shaping customer perceptions and improving customer experiences through interactive communication and personalized engagement (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2021).

The findings further reveal that Service Quality exerts a significant influence on Customer Experience. This result implies that customers assess their experiences not merely on the basis of marketing communication, but also through the tangible quality of service encountered throughout the transaction process. In the context of ASTRO's quick commerce platform, factors such as delivery speed, responsiveness, reliability, and transaction convenience contribute significantly to customer evaluations. Customers who obtain precise and punctual services are more inclined to develop favorable perceptions of the platform and experience higher levels of satisfaction. These findings strengthen the view that service quality remains an indispensable element in creating customer value, particularly within digital service industries where customer expectations are continually escalating (Zeithaml et al., 2020; Wirtz & Lovelock, 2021). The result also corroborates prior studies which indicate that excellent service quality provides a favorable contribution to customer satisfaction and the establishment of enduring customer relationships (Misidawati et al., 2023; Sagala et al., 2021).

Furthermore, the findings reveal that Digital Marketing Strategy exerts a significant and positive influence on Customer Engagement. Customers who are exposed to relevant promotional content and meaningful digital interactions tend to demonstrate higher levels of involvement with the platform. This finding suggests that effective digital marketing enables organizations to maintain continuous communication with customers and strengthen their relationships over time. In highly competitive digital markets, engagement is increasingly influenced by customers' perceptions of communication quality and interaction relevance. Consequently, organizations that implement customer-centered digital

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marketing strategies tend to attain more robust engagement outcomes. This finding corroborates prior studies that highlight the salience of digital marketing in enabling customer interaction and strengthening engagement within digital ecosystems (Hollebeek et al., 2021; de Oliveira Santini et al., 2020).

Similarly, Service Quality is shown to exert a significant and positive influence on Customer Engagement. This finding implies that customers are more inclined to sustain active relational involvement with a platform when they consistently obtain dependable and gratifying services. In quick commerce businesses, engagement is often strengthened through repeated positive experiences involving fast deliveries, responsive support, and dependable service performance. Customers who trust a platform's service capabilities are generally more willing to continue using the service, recommend it to others, and participate in promotional activities. Therefore, maintaining high service standards is essential for strengthening customer engagement and sustaining long-term customer relationships. This result is consistent with the service marketing literature that highlights service quality as an important driver of customer loyalty and engagement (Zeithaml et al., 2020; Wirtz & Lovelock, 2021).

Another salient finding of this study concerns the significant effect of Customer Experience on Customer Engagement. The results indicate that customers who experience seamless transactions, dependable service delivery, and favorable interactions throughout the service process are more likely to sustain active engagement with the platform. This finding confirms that customer engagement develops not only through marketing communication or service performance but also through the overall experience perceived by customers. Positive experiences increase customer satisfaction, strengthen emotional attachment, and encourage customers to continue interacting with the platform. Consequently, Customer Experience may be considered one of the most decisive antecedents of Customer Engagement within digital service settings. This finding is consonant with prior studies that position customer experience as a central predictor of customer engagement and the development of enduring customer relationships (Dhaigude & Mohan, 2023; Kaur et al., 2023). Furthermore, Rather and Hollebeek (2021) emphasized that positive service-related experiences contribute significantly to customers' emotional and behavioral engagement, encouraging stronger relationships and continued interaction with digital service platforms.

Finally, the findings reveal that Customer Experience assumes a pivotal explanatory function in elucidating the relationship between Digital Marketing Strategy, Service Quality, and Customer Engagement. The results suggest that organizational initiatives become more effective when customers perceive positive experiences throughout their interactions with the platform. In other words, marketing activities and service quality contribute to customer engagement largely through the positive experiences they create for customers. This finding highlights the strategic importance of customer experience in connecting organizational actions with customer behavioral outcomes. Therefore, companies operating in the quick commerce industry should adopt an integrated approach that combines effective digital marketing strategies with high-quality service delivery to create superior customer experiences and strengthen customer engagement. The result is likewise aligned with Shahid et al. (2025), who asserted that stronger customer engagement fosters deeper emotional attachment and more sustainable customer-brand relationships within digital consumption settings. From a managerial standpoint, ASTRO is therefore encouraged to continuously allocate resources toward personalized digital communication, responsive service practices, and dependable operational performance in order to preserve customer satisfaction and stimulate long-term engagement amid an increasingly competitive digital marketplace.

4. CONCLUSION

The findings indicate that both Digital Marketing Strategy and Service Quality make a significant contribution to the formation of Customer Experience. Moreover, Digital Marketing Strategy, Service Quality, and Customer Experience are empirically shown to exert significant and positive influences on Customer Engagement. These results indicate that customer engagement is influenced not only by marketing-related activities but also by customers' evaluations of the services they receive throughout the transaction process. The study further underscores the salient role of Customer Experience in elucidating how Digital Marketing Strategy and Service Quality are translated into stronger Customer Engagement. Customers who perceive digital interactions as relevant and service performance as reliable are more likely to develop positive experiences, which subsequently strengthen their engagement with the platform. These findings underscore the importance of creating a seamless and satisfying customer journey, as positive experiences can enhance customer involvement and foster long-term interactions with the platform in the increasingly competitive quick commerce industry.

DIGITAL MARKETING STRATEGY, SERVICE QUALITY, AND CUSTOMER ENGAGEMENT: INVESTIGATING THE MEDIATING EFFECT OF CUSTOMER EXPERIENCE IN ASTRO'S QUICK COMMERCE PLATFORM

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From a managerial standpoint, the findings imply that quick commerce providers need to intensify their digital marketing initiatives while simultaneously preserving consistent and reliable service quality. Personalized communication, relevant promotional content, responsive customer support, and reliable delivery performance may contribute to more positive customer experiences and stronger customer engagement. These efforts can help companies establish long-term customer relationships and improve their competitive position in digital markets. Several limitations should be taken into account in interpreting the findings of this study. First, the research was confined to users of ASTRO's quick commerce platform and applied a cross-sectional design, which may constrain the broader generalization of the results. In addition, the proposed model only incorporated Digital Marketing Strategy, Service Quality, Customer Experience, and Customer Engagement, whereas other potential determinants of customer behavior were not examined. Subsequent studies may consider integrating additional constructs, such as Customer Satisfaction, Brand Trust, Perceived Value, and Customer Loyalty, and extending the research context to different digital commerce platforms in order to produce a more comprehensive depiction of customer behavior in the quick commerce industry.

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