



“The influence of brand leadership, brand experience, and brand image on client satisfaction and repurchase intention of e-commerce brands”

AUTHORS	Dam Tri Cuong 
ARTICLE INFO	Dam Tri Cuong (2025). The influence of brand leadership, brand experience, and brand image on client satisfaction and repurchase intention of e-commerce brands. <i>Innovative Marketing</i> , 21(4), 147-158. doi: 10.21511/im.21(4).2025.11
DOI	http://dx.doi.org/10.21511/im.21(4).2025.11
RELEASED ON	Thursday, 20 November 2025
RECEIVED ON	Friday, 25 July 2025
ACCEPTED ON	Thursday, 13 November 2025
LICENSE	 This work is licensed under a Creative Commons Attribution 4.0 International License
JOURNAL	"Innovative Marketing "
ISSN PRINT	1814-2427
ISSN ONLINE	1816-6326
PUBLISHER	LLC “Consulting Publishing Company “Business Perspectives”
FOUNDER	LLC “Consulting Publishing Company “Business Perspectives”



NUMBER OF REFERENCES

56



NUMBER OF FIGURES

2



NUMBER OF TABLES

6

© The author(s) 2025. This publication is an open access article.



BUSINESS PERSPECTIVES



LLC "CPC "Business Perspectives"
Hryhorii Skovoroda lane, 10,
Sumy, 40022, Ukraine
www.businessperspectives.org

Type of the article: Research Article

Received on: 25th of July, 2025

Accepted on: 13th of November, 2025

Published on: 20th of November, 2025

© Dam Tri Cuong, 2025

Dam Tri Cuong, Ph.D. in Management,
Lecturer, Faculty of Business
Administration, Industrial University of
Ho Chi Minh City, Vietnam.

Dam Tri Cuong (Vietnam)

THE INFLUENCE OF BRAND LEADERSHIP, BRAND EXPERIENCE, AND BRAND IMAGE ON CLIENT SATISFACTION AND REPURCHASE INTENTION OF E-COMMERCE BRANDS

Abstract

An e-commerce brand is an e-commerce platform that differentiates its services and functionalities from other e-commerce sites. Moreover, consumers' view of a brand or service as a leader influences customers' decision-making. Thus, this research investigates the impact of brand leadership, brand experience, and brand image on consumer satisfaction and the likelihood of repurchasing. This research utilized the stimulus-organism-response theory as the fundamental framework for its development. The model was tested using the partial least squares approach, relying on survey responses from 299 Shopee shoppers collected via Google Forms from October to November 2024. The Shopee platform was selected as it ranks as the top e-commerce platform in Vietnam. The results indicate that brand leadership positively affected client satisfaction ($\beta = .160$, $t = 2.171$) and the propensity to repurchase ($\beta = .362$, $t = 6.013$). Likewise, brand experience positively affected client satisfaction ($\beta = .247$, $t = 2.581$) and the propensity to repurchase ($\beta = .271$, $t = 4.703$). Similarly, brand image positively affected client satisfaction ($\beta = .173$, $t = 2.095$) and the propensity to repurchase ($\beta = .190$, $t = 2.718$). Similarly, client satisfaction positively influenced repurchase intention for e-commerce brands ($\beta = .129$, $t = 2.418$). This study offered theoretical and managerial insights and suggestions for further research.

Keywords

brand leadership, brand experience, brand image, client satisfaction, repurchase intention, e-commerce brands

JEL Classification

M31, M30, M10

INTRODUCTION

An e-commerce brand, as noted by Chiu and Cho (2019), is an online platform that separates itself from competitors through unique features and service capabilities. Likewise, clients' perception of a brand or service as a market leader shapes their purchasing decisions. According to Lavenia and Rodhiah (2024), an e-commerce brand can improve its market position by offering exceptional service to meet consumer expectations, develop brand leadership, and ensure a positive long-term experience. E-commerce brands can continually improve and elevate the brand experience to cultivate favorable consumer impressions, augmenting customer happiness and the inclination to repurchase (Ding et al., 2022). A crucial factor in the success of retailers in an e-commerce brand regarding client retention is their ability to consistently provide high-quality products that meet or surpass customer expectations, while also fostering a robust and positive brand image that resonates with consumers; this, in turn, enhances customer satisfaction, encourages repeat visits, and sustains loyalty over time (Devi & Darma, 2024). Besides, there is little research on



This is an Open Access article, distributed under the terms of the [Creative Commons Attribution 4.0 International license](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted re-use, distribution, and reproduction in any medium, provided the original work is properly cited.



Conflict of interest statement:

Author(s) reported no conflict of interest

how consumers' views of brand leadership, experience, and image affect their satisfaction and willingness to repurchase from e-commerce brands. Thus, this research examines the effect of brand leadership, brand experience, and brand image on consumer satisfaction and intent to purchase again from e-commerce brands.

1. LITERATURE REVIEW AND HYPOTHESES

Digital advancements have transformed customer behavior. It is undeniable that many people globally, including those in Vietnam, are shopping via the Internet. The volume of transactions is rising annually. In recent years, purchasing goods online has emerged as a prevalent practice in contemporary life (Novitasari et al., 2024). As of 2024, there are 2.71 billion online buyers worldwide, about 33% of the world's population. This is a notable rise of 2.7% from the previous year, highlighting the ongoing growth of online shopping. Global online sales were predicted to hit USD 6.3 trillion in 2024, which is an increase of 8.76% from 2023. This number shows that e-commerce is growing quickly and is now the main force behind store sales. Besides, from 2024 to 2027, global e-commerce sales are expected to keep a yearly increase of 7.8%, hitting USD 8 trillion by 2027. This increase is more than twice as fast as regular shops, showing that online shopping is highly profitable for businesses everywhere. In Vietnam, e-commerce consistently has a constant growth rate of 18-25% annually. In 2024, the market size is projected to surpass USD 25 billion, reflecting a 20% increase from 2023 (Rentracks, 2025). Besides, the current Vietnamese market revolves around the five most prominent e-commerce platforms: Shopee, TikTokShop, Lazada, Tiki, and Sendo. Metric, an e-commerce data platform, reported that in the first nine months of 2024, the Vietnamese e-commerce market generated VND 227,700 billion (USD 9.5 billion), up 37.6% from 2023. Metric reports that Shopee had VND 53,740 billion in sales in the first half of 2024, 67.9% of the market, while TikTokShop had VND 18,360 billion, 23.2%. Lazada had 7.6% of the market with VND 6,030 billion, while Tiki had 1.3% with VND 997.06 billion (Duong Hung, 2024). These results are a great chance for vendors on e-commerce brands to promote what they are selling to prospective clients to increase transac-

tions. An e-commerce brand is characterized as an e-commerce platform that distinguishes its services and functions from other e-commerce websites (Chiu & Cho, 2019). However, with extensive expertise via internet buying, people have grown increasingly knowledgeable about prices and goods, hence heightening competition among businesses. As client expectations and requirements increase, there is an increasing need for superior quality items, greater variety, enhanced service offerings, and more attentive and reactive care for clients (Aslam et al., 2018). Likewise, there are two phases of comprehending internet consumer behavior. The initial stage motivates individuals to purchase online, while the subsequent stage promotes repeat transactions. Regular consumers allocate greater financial resources to their purchases and yield higher revenues than new clients. The primary problem of an e-commerce brand is keeping current clients and encouraging repeat transactions. As per Lavenia and Rodhiah (2024), an e-commerce brand must enhance its market position by delivering superior service to fulfill consumer expectations, establish brand leadership, and provide a good long-term experience. This aims to fulfill client requirements and foster satisfaction and a sense of future repurchase without transitioning to an alternative brand. Besides, the escalation of competition, the rising desire for experiences, and the continual fluctuations in the overall environment impose significant pressure on e-commerce brands for survival and growth. E-commerce brands must consistently refine and enhance the brand experience to foster positive consumer perceptions, increasing customer satisfaction and desire to repurchase (Ding et al., 2022). Similarly, a key aspect of the achievement of retailers on an e-commerce brand in maintaining client retention is its capacity to continually offer items produced of superior quality, with or exceeding client demands, and cultivate a strong and favorable brand image that connects with buyers; thus, prompt customers satisfaction, desire to revisit and sustain loyalty over time (Devi & Darma, 2024).

The stimulus-organism-response (SOR) framework (Mehrabian & Russell, 1974) is a comprehensive model that explains how a stimulus from the outside might lead an organism to participate in a psychological process that produces a behavioral response. A stimulus outside a person influences how they think or feel (Fu et al., 2021). Organism refers to how a person feels and thinks, including their emotions and mental processes (Tandon et al., 2021). The response reflects an individual's behavior and shows what a person plans to do based on their thoughts and feelings (Huang, 2023). Prior research has utilized SOR theory in various contexts, such as purchasing goods via the Internet (e.g., Guo & Li, 2022; Sohaib et al., 2022; Peng & Kim, 2014), social media (Aslam & Luna, 2021), local second-hand clothing (Inbounmi et al., 2024), adult smartphones (Huang, 2023), the airline industry (Ali et al., 2020), organic tea (Tian & Siddik, 2022), and other domains. This study posits that the repurchase intention of e-commerce brands is also affected by external variables and associated emotional responses. Consequently, the SOR framework is an appropriate foundation theory for this research, offering an understanding of the intentions to repurchase e-commerce brands. Specifically, this study extends the SOR framework by examining brand leadership, brand experience, and brand image as outside stimuli that affect client satisfaction as an organism and clients' repurchase intention on e-commerce brands as a response. A brand is a "name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition" (Keller & Swaminathan, 2020). An e-commerce brand is characterized as an e-commerce site that distinguishes its services and functions from those of other e-commerce sites (Chiu & Cho, 2019). Consequently, a website for e-commerce associated with a well-known brand may likely increase the likelihood of repurchasing for customers who have had a favorable shopping experience (Lavenia & Rodhiah, 2024). Brand leadership is described as "a consumer assessment that a brand is successful, visionary, and is up-to-date with the latest trends" (Miller & Mills, 2012). Brand leadership reflects "consumers' perception about the relatively distinctive ability of a brand to continually achieve excellence through sufficient combinations of trendsetting and brand positioning within an industry segment" (Chang & Ko, 2014). According to Chang and Ko (2014), consumers per-

ceive four important elements of brand leadership (quality, value, innovativeness, and popularity): (1) quality is described as "consumers' judgment about a product's relative superiority in a market"; (2) value is defined as "consumers' evaluation of a product's relative financial value based on what they give and receive"; (3) innovativeness is described as "consumers' perception about a brand's relative capability to be open to innovative ideas and work on new solutions"; (4) popularity is defined as "consumers' perception about a brand's relative popularity reflected by brand awareness and consumption". Besides, perceived brand leadership significantly influences clients' choices and emotional attitudes (Chang et al., 2016; Kumar & Jayasimha, 2019). Furthermore, if service providers meet online buyers' expectations, the likelihood of intent to buy again significantly increases. Likewise, the esteemed aspects of brand leadership for online customers (such as meticulously chosen content and website functionalities) can enhance both consumer pleasure and the desire to repurchase (Chiu & Cho, 2019). According to the studies conducted by Apriyansyah et al. (2021), it is argued that a brand that has gained prominence can result in customers being satisfied and desiring to buy from that brand again. Brand experience is defined as "subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments" (Brakus et al., 2009). Brand experience is a crucial element of interactive marketing, whereby clients engage with a brand via many stages, including item search, selection, consumption, client interaction, and usage of the item, therefore generating benefits to the brand. When a customer has a pleasant and remarkable experience with a product from a certain brand, it might raise their satisfaction with that brand. Customer satisfaction is the consequence of a customer's experiences with a brand's items over time (Iglesias et al., 2019). Earlier studies are still examining the connection between brand experience and consumer satisfaction. The past study indicates a strong relationship between brand experience and customer happiness (e.g., Lavenia & Rodhiah, 2024). Nevertheless, the studies by Nadhifa et al. (2023) and Moreira et al. (2017) indicated that brand experience did not affect customer satisfaction. Therefore, more investigation is required to verify this connection. Furthermore, brand experience occurs when a person interacts with a

brand and has a cognitive response, including reactions to an item or brand activities. Enjoyable experiences incentivize customers to re-engage with the business and deepen their involvement (Sayekti & Setyawan, 2025). Prominent brand popularity possesses the power to direct consumers toward the genuine advantages of an item/service, and increased brand awareness can increase consumers' propensity to repurchase even in the absence of confirmed product quality (Lavenia & Rodhiah, 2024). Similarly, the degree of a brand's success is contingent upon the experiences it provides to its consumers. The increase in plans to repurchase may be ascribed to the remembrance of a satisfying prior purchasing experience (e.g., Apriyansyah et al., 2021; Lavenia & Rodhiah, 2024). Brand image is considered how consumers think of a certain brand, thus affecting their inclination to purchase (Putri & Yasa, 2022). Brand image is customers' whole perception of a brand, encompassing its historical actions, current quality, and future commitments (Lucky et al., 2023). Brand image is also a significant sub-variable within the firm and is crucial in customers' buying choices. A good advertising strategy for the item can help establish a powerful brand image. Additionally, the item should have a distinctive quality that distinguishes it from other items. A solid blend of marketing aspects may create a powerful image of the brand for customers (Muzaki et al., 2024). The item's brand image is one of the most important factors in e-commerce. A powerful brand image will evoke positive feelings when using the brand, resulting in a psychological benefit. A favorable brand image might also result in satisfied clients, inadvertently increasing their belief in the company. Likewise, former studies disclosed that a favorable brand image affects client satisfaction (Muzaki et al., 2024; Firdaus et al., 2024; Lucky et al., 2023). Furthermore, a robust brand image evokes a sense of authority and trust in buyers and communicates essential values, hence favorably influencing intentions to repurchase (Arif, 2019). The connection between brand image and repurchase intention has been studied by earlier studies. Prior research demonstrates a robust correlation between brand image and repurchase intention (e.g., Nurhadi et al., 2024; Tarigan & Bernarto, 2024). However, the studies by Mulyaningsih and Meria (2024) showed that brand image did not influence intent to repurchase. Client satisfaction is the sensation of joy or displeasure that an individual has when comparing an individual's assessment of how well an item or

service performs with the expectations an individual has for that item or service (Muzaki et al., 2024). Repurchase intention is the subjective likelihood that a consumer would again acquire things from a seller or an online retailer in the future (Apriyansyah et al., 2021). Repurchase intention also implies the probability that a consumer will participate in subsequent purchasing activities from e-commerce brands (Ding et al., 2022). Repurchase intention is crucial for the e-commerce brand as it influences consumer behavior towards loyalty; customers often exhibit a propensity to purchase items or services again, which benefits the e-commerce brand from prior sales. Fostering customer loyalty is far less expensive than acquiring new clients, as e-commerce brands must incur higher promotional expenses to acquire new consumers, particularly those operating online through e-marketplaces (Wijarnoko et al., 2023). A satisfied customer is fulfilling the client's demands, aspirations, and expectations of an item. Customer satisfaction is the factor that compels consumers to utilize a good consistently from the e-commerce brand, fosters repurchase intention, and motivates them to suggest it to others (Ginting et al., 2023). According to a study conducted by Novitasari et al. (2024), client satisfaction is an important aspect that influences whether or not a customer would buy a product again. Similarly, one of the most significant objectives of an e-commerce brand is to ensure that customers are satisfied. If this aim is accomplished, it raises the likelihood that customers will buy from the e-commerce brand again (Lavenia & Rodhiah, 2024). Prior studies still discuss how customer satisfaction relates to the desire to repurchase. Previous studies show that how satisfied consumers are is closely connected to clients' repurchase intention (e.g., Ginting et al., 2023; Lavenia & Rodhiah, 2024; Novitasari et al., 2022). However, the study by Kusumo and Vidyana (2022) suggested that customer satisfaction did not impact clients' repurchase intention. So, more research is needed to confirm this link. On the other hand, prior research has investigated numerous aspects affecting client intent to purchase again. The aspects encompass brand experience (Hafidh et al., 2024; Mnqanqeni & Shava, 2023), brand image (Amanda et al., 2024; Li & Lee, 2024), and customer satisfaction (Lavenia & Rodhiah, 2024; Novita & Ardolof Toar, 2024). Numerous empirical studies have examined the impact of brand experience on customer satisfaction (e.g., Lavenia & Rodhiah, 2024; Novitasari et al., 2024; Chung &

Peachey, 2022; Nadhifa et al., 2023). Nonetheless, although it is frequently demonstrated that brand experience positively influences client satisfaction, the existing empirical data about the relationship between brand experience and client satisfaction remains equivocal and contradictory. Numerous studies have demonstrated a positive association between brand experience and customer satisfaction (e.g., Lavenia & Rodhiah, 2024; Novitasari et al., 2024). Conversely, several studies have demonstrated a negative association between brand experience and customer satisfaction (e.g., Moreira et al., 2017; Nadhifa et al., 2023). Due to the ambiguous findings on the relationship between brand experience and client satisfaction, it is essential to ascertain if brand experience directly and significantly improves customer satisfaction. Likewise, prior research indicates a strong correlation between customer satisfaction and clients' desire to repurchase (e.g., Lavenia & Rodhiah, 2024; Novitasari et al., 2022). However, Kusumo and Vidyanata (2022) showed that satisfied clients did not affect people's likelihood to buy again. Thus, further study is required to validate this connection. Similarly, some research has shown that brand image and repurchase intention are positively correlated (e.g., Lucky et al., 2023). Yet, according to some studies (e.g., Khoo, 2022; Mulyaningsih & Meria, 2024), brand image and repurchase intention are negatively correlated. Given the conflicting literature on the subject, determining whether brand image directly and significantly increases repurchase intention is crucial. Additionally, research has shown that customers' choices are influenced by how much they view a brand or service as a leader (Chiu & Cho, 2019). A customer's preference for the

market leader could stem from more than just the product's superior quality or value; it might also reflect the customer's self-image (Chang & Ko, 2014). However, it is still unclear how consumers' perceptions of the leadership of an e-commerce brand affect their likelihood of making repeat purchases (Chiu & Cho, 2019; Novitasari et al., 2022). On top of that, existing literature lacks substantial research examining the impact of customers' perceptions of brand leadership, brand experience, and brand image on their satisfaction and desire to repurchase with e-commerce brands.

This research examines the impact of brand leadership, brand experience, and brand image on consumer satisfaction and intent to purchase again from e-commerce brands within the stimulus-organism-response (SOR) framework. After analyzing the related literature, the research presents the following hypotheses:

- H1: *Brand leadership affects client satisfaction positively.*
- H2: *Brand leadership affects repurchase intention favorably.*
- H3: *Brand experience affects client satisfaction positively.*
- H4: *Brand experience affects repurchase intention favorably.*
- H5: *Brand image affects client satisfaction positively.*
- H6: *Brand image affects repurchase intention favorably.*
- H7: *Brand image affects client satisfaction positively.*

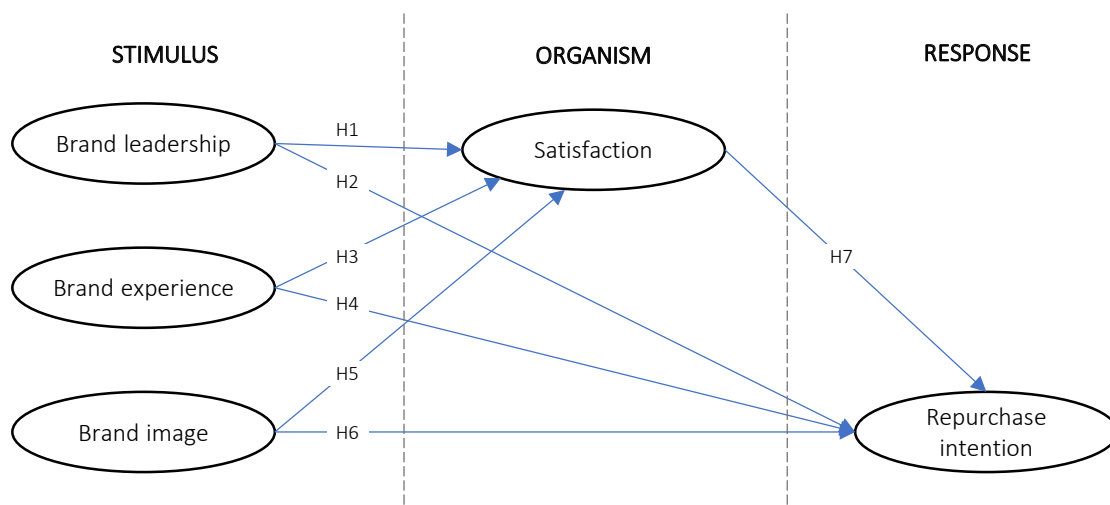


Figure 1. Research model

H6: *Brand image affects repurchase intention favorably.*

H7: *Client satisfaction has a positive effect on the propensity to repurchase.*

2. METHODOLOGY

This study utilizes purposive sampling. This methodology was chosen for its easy access, cost-efficiency, and ease. The non-probability sampling method was employed based on demographic attributes and the study's aim (Tongco, 2007). Data were collected from October 2024 to November 2024 using an online questionnaire made via Google Forms by sharing the survey on social networking and Zalo to target customers who purchase online with the Shopee brand. The Shopee brand was chosen for the survey as it is the leading e-commerce brand in Vietnam, holding 67.9% of the market share (Duong Hung, 2024). Among the 325 individuals surveyed, 299 were deemed eligible, whereas 26 were considered ineligible. The respondents' demographic details are shown in Table 1.

Table 1. Demographic profile of participants

Traits	Frequency	%
Gender		
Female	153	51.2
Male	146	48.8
Age		
18-22	232	77.6
23-35	35	11.7
36-45	25	8.4
> 45	7	2.3
Job		
Student	228	76.3
Freelancer	21	7.0
Office staff	14	4.7
Other	36	12
Income (VND million/month)		
< 5	100	33.4
5-< 15	96	32.1
15-25	58	19.4
> 25	45	15.1

As shown in Table 1, the sample included 51.2% females and 48.8% males. Most respondents (77.6%) were between 18 and 22 years old. Students made up the largest job group (76.3%). Income levels varied, with most earning under VND 15 million per month.

Table 2. Measurement

Concepts	Items	Source
Brand leadership	BLe1. This e-commerce platform maintains superior quality standards.	Chiu and Cho (2019)
	BLe2. Items from this e-commerce platform are affordably priced.	
	BLe3. This e-commerce platform serves as a trendsetter.	
	BLe4. This e-commerce platform is renowned	
Brand experience	BEx1. This e-commerce platform is distinctly appealing.	Hidayanti et al. (2018)
	BEx2. This e-commerce platform is user-friendly.	
	BEx3. This e-commerce platform offers a variety of supplementary features that are highly beneficial.	
	BEx4. This e-commerce platform is the preferred choice.	
Brand image	Blm1. This online shopping site has a strong reputation.	Tarigan and Bernarto (2024)
	Blm2. A lot of people know about this website when purchasing online.	
	Blm3. This website is readily distinguished from other online shopping sites when purchasing online.	
	Blm4. This online shopping site is simple to recall.	
Client satisfaction	CSa1. I believe my decision to utilize this e-commerce site is prudent.	Tarigan and Bernarto (2024)
	CSa2. I am pleased with my choice to utilize this e-commerce site.	
	CSa3. This e-commerce site matches my requirements.	
	CSa4. I'm pleased with my experience using this e-commerce site	
Repurchase intention	RIn1. I want to keep utilizing this e-commerce platform.	Tarigan and Bernarto (2024)
	RIn2. I will probably continue to get things from this e-commerce platform.	
	RIn3. I plan to persist in acquiring things from this e-commerce platform.	
	RIn4. This e-commerce platform will be among the first options for online shopping in the future.	

To verify the hypotheses mentioned above, this study implements a quantitative approach. The measurement for each item was mostly derived from previous research, with a few modified to align with the circumstances of online shopping on e-commerce platforms. This analysis deployed the Likert scale to assess respondents' levels of consent, varying from 1 for disagreeing strongly to 5 for fully agreeing. The measurement items are presented in Table 2.

The statistical method used is PLS-SEM, and SmartPLS is used for analysis in this research.

3. RESULTS

If a study uses self-reports, there is a risk of common method bias (CMB), which might affect how reliable the findings are (Podsakoff et al., 2003). As a result, two statistical techniques were applied to check that CMB was not a big threat to the study's accuracy. Harman's test, based on one factor, was employed to determine whether one factor could explain most of the variation. The results revealed that the first factor comprised 35.89% of the variance, which didn't reach the 50% level. The following phase involved conducting a collinearity test as formulated by Kock (2015). The results indicate that all Variance Inflation Factor (VIF) values were below 3.3 (refer to Table 3 for further details).

Table 3. VIF

	BEx	Blm	BLe	CSa	RIn
BEx				1.488	1.567
Blm				1.752	1.791
BLe				1.654	1.688
CSa					1.305
RIn					

In Table 4, Cronbach's alpha (α) and composite reliability (CRe) values are shown to be between 0.752 and 0.851, and between 0.781 and 0.852, respectively. As Hair et al. (2022) suggest, these values meet the required minimum of 0.7. Besides, Chin (1998) states that loadings for every item should be greater than 0.7 and that concepts should have average variance extracted (AVEx) values greater than 0.5. Besides, Hair et al. (2014) state that items with loading (OLO) values greater than 0.5 are likewise deemed appropriate. The

OLO coefficients also fall between 0.644 and 0.854. Each concept's AVEx index varied from 0.575 to 0.691, as shown in Table 4. The results, therefore, show strong convergent validity.

Table 4. Measurement

Constructs		OLO	α	CRe	AVEx
Brand leadership (BLe)	BLe1	0.768	0.820	0.825	0.648
	BLe2	0.843			
	BLe3	0.813			
	BLe4	0.796			
Brand experience (BEx)	BEx1	0.850	0.851	0.852	0.691
	BEx2	0.854			
	BEx3	0.803			
	BEx4	0.817			
Brand image (Blm)	Blm1	0.754	0.794	0.800	0.618
	Blm2	0.822			
	Blm3	0.814			
	Blm4	0.753			
Client satisfaction (CSa)	CSa1	0.717	0.752	0.781	0.575
	CSa2	0.820			
	CSa3	0.834			
	CSa4	0.644			
Repurchase intention (RIn)	RIn1	0.802	0.804	0.807	0.629
	RIn2	0.791			
	RIn3	0.798			
	RIn4	0.781			

Additionally, the validity of discriminant evaluations was evaluated through the application of cross-loadings; as shown in Table 5, the outcomes demonstrated that the coefficients indicating associations among concepts were greater compared to those illustrating associations among the concepts, thereby demonstrating the correctness of the discrimination validity foundational assumptions (Hair et al., 2022).

Table 5. Cross-loadings

	BEx	Blm	BLe	CSa	RIn
BEx1	0.850	0.445	0.380	0.298	0.470
BEx2	0.854	0.462	0.407	0.345	0.514
BEx3	0.803	0.435	0.419	0.317	0.499
BEx4	0.817	0.421	0.415	0.415	0.513
Blm1	0.361	0.754	0.431	0.295	0.464
Blm2	0.501	0.822	0.421	0.356	0.480
Blm3	0.468	0.814	0.514	0.333	0.517
Blm4	0.320	0.753	0.513	0.266	0.418
BLe1	0.287	0.457	0.768	0.287	0.455
BLe2	0.313	0.456	0.843	0.294	0.498
BLe3	0.514	0.592	0.813	0.364	0.583
BLe4	0.428	0.396	0.796	0.283	0.561
CSa1	0.338	0.248	0.229	0.717	0.297
CSa2	0.337	0.379	0.358	0.820	0.393

Table 5 (cont.). Cross-loadings

	BEx	BIm	BLe	CSa	RIn
CSa3	0.363	0.343	0.317	0.834	0.409
CSa4	0.207	0.209	0.241	0.644	0.258
RIn1	0.569	0.556	0.511	0.393	0.802
RIn2	0.436	0.429	0.443	0.367	0.791
RIn3	0.464	0.487	0.587	0.314	0.798
RIn4	0.428	0.419	0.534	0.376	0.781

The PLS findings indicated that BLe positively influenced CSa ($\beta = .160$, $t = 2.171$) and RIn ($\beta = .362$, $t = 6.013$), thereby validating hypotheses *H1* and *H2*, wherein BLe had the most significant positive effect on RIn ($\beta = .362$, $t = 6.013$) among the variables. The outcomes also revealed that BEx positively affected CSa ($\beta = .247$, $t = 2.581$) and RIn ($\beta = .271$, $t = 4.703$), therefore corroborating hypotheses *H3* and *H4*, wherein BEx was the variable that showed the highest significant positive influence on CSa ($\beta = .247$, $t = 2.581$) of all the factors investigated. Furthermore, it was established that BIm had an advantageous impact on CSa ($\beta = .173$, $t = 2.095$) and RIn ($\beta = .190$, $t = 2.718$), supporting hypotheses *H5* and *H6*. Additionally, the study's results confirmed that CSa positively influenced RIn ($\beta = .129$, $t = 2.418$), thereby validating hypothesis *H7* (see Table 6 and Figure 2).

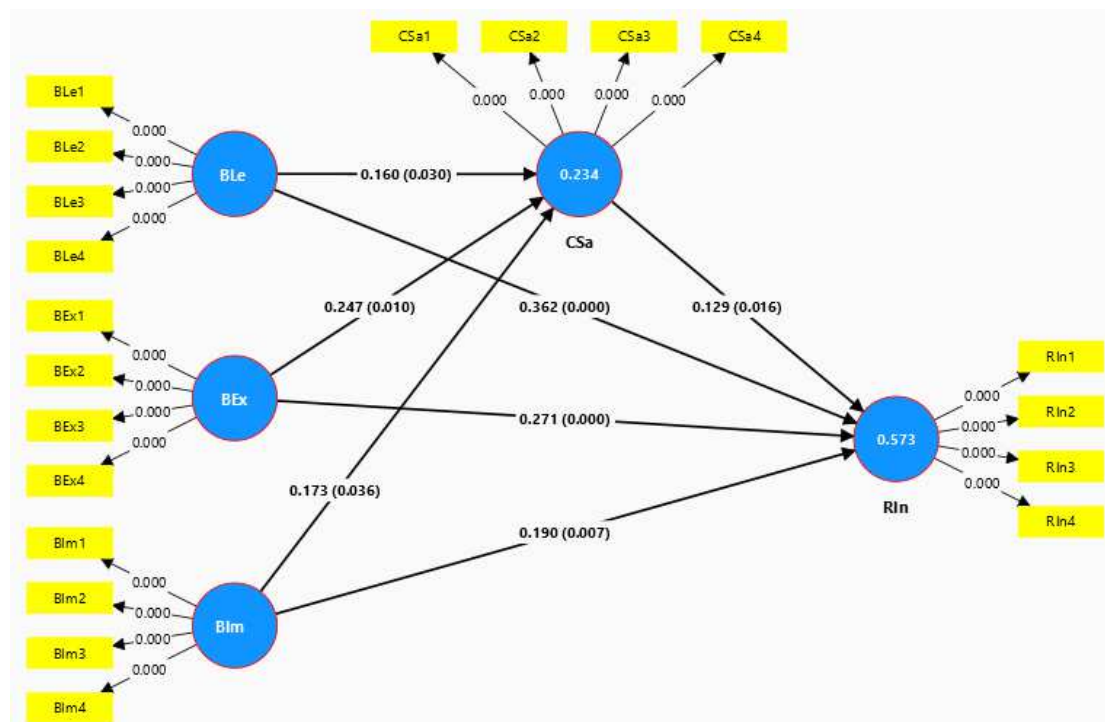
Table 6. Evaluation of hypotheses

Hypotheses	β coefficient	t-statistics	p-values
<i>H1</i> BLe \rightarrow CSa	0.160	2.171	0.030
<i>H2</i> BLe \rightarrow RIn	0.362	6.013	0.000
<i>H3</i> BEx \rightarrow CSa	0.247	2.581	0.010
<i>H4</i> BEx \rightarrow RIn	0.271	4.703	0.000
<i>H5</i> BIm \rightarrow CSa	0.173	2.095	0.036
<i>H6</i> BIm \rightarrow RIn	0.190	2.718	0.007
<i>H7</i> CSa \rightarrow RIn	0.129	2.418	0.016

Note: BLe – brand leadership; BEx – brand experience; BIm – brand image; CSa – client satisfaction; RIn – repurchase intention.

4. DISCUSSION

The findings suggest that brand leadership plays an important role in achieving customer satisfaction (*H1*) and encouraging them to make repeat purchases (*H2*). So, better brand leadership in e-commerce can result in higher customer satisfaction and an increased likelihood of repurchase. The findings align with the research conducted by Novitasari et al. (2024) and Lavenia and Rodhiah (2024), which similarly indicated that enhancing the brand leadership of e-commerce brands might elevate client satisfaction. The findings align with the research



Note: BLe – brand leadership; BEx – brand experience; BIm – brand image; CSa – client satisfaction; RIn – repurchase intention.

Figure 2. The data from PLS

of Chiu and Cho (2019), which indicated that enhancing the brand leadership of e-commerce brands might elevate the inclination to repurchase from such brands.

The results showed that brand experience strongly and positively affected. According to the findings, increasing the brand experience of e-commerce brands may improve customer satisfaction and increase the likelihood that consumers will want to purchase from that brand again. The findings align with other research that suggested enhancing the brand experience might boost consumer satisfaction and repurchase intention (e.g., Lavenia & Rodhiah, 2024). However, the studies by Moreira et al. (2017) and Nadhifa et al. (2023) showed that brand experience had no impact on consumer satisfaction. The variety of the research area may indicate the discrepancies; for example, this study focused on e-commerce brands, the study by Nadhifa et al. (2023) was conducted in the banking sector, and the study by Moreira et al. (2017) was conducted on the market for telecoms multiple-play services.

The findings revealed that brand image significantly and positively influenced client satisfaction (*H5*) and intention to repeat (*H6*). The results show that improving the image of e-commerce

brands may satisfy customers and make them more likely to want to buy from that brand again. The findings correspond with former studies that disclosed that a favorable brand image affects client satisfaction (e.g., Lucky et al., 2023; Muzaki et al., 2024) and repurchase intention (e.g., Lucky et al., 2023). However, the study by Mulyaningsih and Meria (2024) showed that brand image did not influence intent to repurchase. The variations in the items surveyed might explain this. In particular, this research focused on general items offered on e-commerce, while the study by Mulyaningsih and Meria (2024) focused on body lotions, which are beauty products.

The findings illustrate that client satisfaction significantly and positively influences repurchase intent (*H7*). These results align with prior research indicating a strong correlation between consumer satisfaction and repurchase intention (e.g., Lavenia & Rodhiah, 2024; Novitasari et al., 2022). Conversely, the study by Kusumo and Vidyanata (2022) posited that customer satisfaction did not affect repurchase intention. The variation in research domains may account for this discrepancy; this study concentrated on e-commerce brands, whereas Kusumo and Vidyanata (2022) examined shoe laundry services.

CONCLUSION

The primary objective of this research was to investigate how brand leadership, brand experience, and brand image impact consumer satisfaction and repurchase intention within the SOR theoretical framework, specifically in the context of e-commerce brands. The findings suggested that a positive relationship exists between brand leadership and customer satisfaction, as well as the likelihood of repeat purchases. Similarly, the customer's experience with the brand had a favorable impact on their satisfaction and their likelihood to make additional purchases. In a similar vein, brand image had a favorable impact on customer satisfaction and the likelihood of repeat purchases. Similarly, customer satisfaction had a favorable influence on the propensity to repurchase. These results give us both academic and practical implications. For academics, this research is among the pioneering studies to establish a comprehensive framework for analyzing how brand leadership, brand experience, and brand image shape customer satisfaction and repurchase intention toward major e-commerce brands. Furthermore, the measurement scales used in the study demonstrated high reliability and validity, confirming their suitability for future applications. From a managerial perspective, the study emphasizes that organizations should focus on reinforcing brand leadership, creating engaging and memorable brand experiences, and maintaining a positive brand image. By doing so, they can elevate customer satisfaction, increase repurchase rates, and strengthen competitive advantage and profitability.

AUTHOR CONTRIBUTIONS

Conceptualization: Dam Tri Cuong.
Data curation: Dam Tri Cuong.
Formal analysis: Dam Tri Cuong.
Investigation: Dam Tri Cuong.
Methodology: Dam Tri Cuong.
Resources: Dam Tri Cuong.
Supervision: Dam Tri Cuong.
Visualization: Dam Tri Cuong.
Writing – original draft: Dam Tri Cuong.
Writing – review & editing: Dam Tri Cuong.

ACKNOWLEDGMENT

The author expresses gratitude to Industrial University of Ho Chi Minh City for supporting this research.

REFERENCES

1. Ali, J., Perumal, S., & Shaari, H. (2020). Application of the stimulus-organism-response model in the airline industry: Examining mediating role of airline image in repurchase intention. *International Journal of Supply Chain Management*, 9(2), 981-989. Retrieved from <https://ojs.excelingtech.co.uk/index.php/IJSCM/article/view/4600>
2. Amanda, F., Widodo, A., Rubiyanti, N., & Silvianita, A. (2024). The Influence of Customer Experience and Brand Image on Repurchase Intention Through Product Quality as a Moderator on the Zalora E-commerce Platform : A Conceptual Framework. *Formosa Journal of Multidisciplinary Research*, 3(6), 1945-1950. <https://doi.org/10.55927/fjmr.v3i6.9357>
3. Apriyansyah, B., Dinni, S. R., & Wibawa, B. M. (2021). Determinant of Satisfaction and Repurchase Intention on E-commerce: A Case Study of Housewife in Indonesia. *Procedia Business and Financial Technology*, 1(Iconbmt 2020), 60-69. Retrieved from https://www.academia.edu/54526326/Determinant_of_Satisfaction_and_Repurchase_Intention_on_E-commerce_A_Case_Study_of_Housewife_in_Indonesia
4. Arif, M. E. (2019). The Influence of Electronic Word of Mouth (EWoM), Brand Image, and Price on Re-Purchase Intention of Airline Customers. *Journal of Applied Management*, 17(2), 345-356. <https://doi.org/10.21776/ub.jam.2019.017.02.18>
5. Aslam, W., Ham, M., & Farhat, K. (2018). Influencing factors of brand perception on consumers' repurchase intention: An examination of online apparel shopping. *Journal of Contemporary Management Issues*, 23(2), 87-101. <https://doi.org/10.30924/mjcmi/2018.23.2.87>
6. Aslam, W., & Luna, I. R. de. (2021). The relationship between brand Facebook page characteristics, perceived value, and customer engagement behavior: An application of Stimulus-Organism-Response (S-O-R). *Revista Brasileira de Gestao de Negocios [Brazilian Journal of Business Management]*, 23(1), 43-62. <https://doi.org/10.7819/rbgn.v23i1.4092>
7. Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty? *Journal of Marketing*, 73(3), 52-68. <https://doi.org/10.1509/jmkg.73.3.52>
8. Chang, Y., & Ko, Y. J. (2014). The brand leadership: Scale development and validation. *Journal of Brand Management*, 21(1), 63-80. <https://doi.org/10.1057/bm.2013.23>
9. Chang, Y., Ko, Y. J., & Leite, W. L. (2016). The effect of perceived brand leadership on luxury service WOM. *Journal of Services Marketing*, 30(6), 659-671. <https://doi.org/10.1108/JSM-01-2015-0005>
10. Chin, W. W. (1998). The partial least squares approach to structural equation modeling. In G. A. Macoulides (Ed.), *Modern Methods for Business Research* (pp. 295-336). Lawrence Erlbaum Associates.
11. Chiu, W., & Cho, H. (2019). E-commerce brand: The effect of perceived brand leadership on consumers' satisfaction and repurchase intention on e-commerce websites. *Asia Pacific Journal of Marketing and Logistics*, 33(6), 1339-1362. <https://doi.org/10.1108/APJML-10-2018-0403>
12. Chung, M. R., & Peachey, J. W. (2022). Chung, M. R. & Welty Peachey, J. (2022). The influence of brand experience on satisfaction, The influence of brand experience on satisfaction, uncertainty and brand loyalty: a focus on the golf club industry. *Sport, Business and Management*, 12(2), 154-170. <https://doi.org/10.1108/SBM-11-2020-0115>
13. Devi, D. A. Y., & Darma, G. S. (2024). The Role of Customer Satisfaction in Mediating the Influence of Product Quality, Service Quality, and Brand Image on Repurchase Intention. *International Journal of Science and Society*, 6(4), 192-207.

- <https://doi.org/10.54066/ijmre-itb.v2i4.2271>
14. Ding, Y., Tu, R., Xu, Y., & Park, S. K. (2022). Repurchase intentions of new e-commerce users in the COVID-19 context: The mediation role of brand love. *Frontiers in Psychology*, 13(August), 1-16. <https://doi.org/10.3389/fpsyg.2022.968722>
 15. Duong Hung. (2024). *The race to 'burn money' among e-commerce platforms in Vietnam*. Retrieved from <https://tienphong.vn/cuoc-dua-dot-tien-cua-cac-san-thuong-mai-dien-tu-tai-viet-nam-post1688123.tpo>
 16. Firdaus, A., Rosnani, T., Listiana, E., Setiawan, H., & Fitriana, A. (2024). Customer experience and brand image on loyalty through customer satisfaction of Erigo consumers. *Journal of Management Science (JMAS)*, 7(1), 241-249. Retrieved from <https://www.exsys.iocspublisher.org/index.php/JMAS/article/download/386/247>
 17. Fu, S., Chen, X., & Zheng, H. (2021). Exploring an adverse impact of smartphone overuse on academic performance via health issues: a stimulus-organism-response perspective. *Behaviour and Information Technology*, 40(7), 663-675. <https://doi.org/10.1080/0144929X.2020.1716848>
 18. Ginting, Y. M., Chandra, T., Miran, I., & Yusriadi, Y. (2023). Repurchase intention of e-commerce customers in Indonesia: An overview of the effect of e-service quality, e-word of mouth, customer trust, and customer satisfaction mediation. *International Journal of Data and Network Science*, 7(1), 329-340. <https://doi.org/10.5267/j.ijdns.2022.10.001>
 19. Guo, J., & Li, L. (2022). Exploring the Relationship Between Social Commerce Features and Consumers' Repurchase Intentions: The Mediating Role of Perceived Value. *Frontiers in Psychology*, 12(March), 1-15. <https://doi.org/10.3389/fpsyg.2021.775056>
 20. Hafidh, M. Z. Al, Muhammad Adam, & Mukhlis. (2024). The Influence of Brand Experience and Brand Attitude on Repurchase Intention with Brand Equity as a Mediating Variable on Iphone Users in Aceh. *International Journal of Scientific Research and Management (IJSRM)*, 12(07), 6761-6769. <https://doi.org/10.18535/ijmre-itb.v2i4.2271>
 21. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7th ed.). Pearson Prentice Hall.
 22. Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3rd ed.). SAGE Publications, Inc.
 23. Hidayanti, I., Nuryakin, & Farida, N. (2018). A study on brand commitment and brand trust towards brand loyalty of branded laptop in Indonesia. *Journal of Business and Retail Management Research*, 12(3), 270-278. <https://doi.org/10.24052/JBRMR/V12IS03/ART-25>
 24. Huang, T. (2023). Using SOR framework to explore the driving factors of older adults smartphone use behavior. *Humanities and Social Sciences Communications*, 10(1), 1-16. <https://doi.org/10.1057/s41599-023-02221-9>
 25. Iglesias, O., Markovic, S., & Rialp, J. (2019). How does sensory brand experience influence brand equity? Considering the roles of customer satisfaction, customer affective commitment, and employee empathy. *Journal of Business Research*, 96(May), 343-354. <https://doi.org/10.1016/j.jbusres.2018.05.043>
 26. Inbounmi, V., Phaxisithidet, T., Sihalern, P., Vongphackdy, P., Sonepanya, B., & Thepphakaysone, P. (2024). The Influence of Brand Trust, Brand Image, and Brand Experience on Lao Product Brand Decision Among Consumers in Pakse City, Champasack Province. *International Journal for Multidisciplinary Research*, 6(5), 1-16. Retrieved from https://www.researchgate.net/publication/384681027_The_Influence_of_Brand_Trust_Brand_Image_and_Brand_Experience_on_Lao_Product_Brand_Decision_among_Consumers_in_Pakse_City_Champasack_Province
 27. Keller, K. L., & Swaminathan, V. (2020). *Strategic Brand Management: Building, Measuring, and Managing Brand Equity* (5th ed.). Pearson Education Limited.
 28. Khoo, K. L. (2022). A study of service quality, corporate image, customer satisfaction, revisit intention and word-of-mouth: evidence from the KTV industry. *PSU Research Review*, 6(2), 105-119. <https://doi.org/10.1108/PRR-08-2019-0029>
 29. Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of E-Collaboration*, 11(4), 1-10. <https://doi.org/10.4018/ijec.2015100101>
 30. Kumar, S. M., & Jayasimha, K. R. (2019). Brand verbs: brand synonymity and brand leadership. *Journal of Brand Management*, 26(2), 110-125. <https://doi.org/10.1057/s41262-018-0115-3>
 31. Kusumo, M., & Vidyanata, D. (2022). The Mediating Role of Customer Satisfaction on Repurchase Intention: An Evidence From the Service Industry. *Jurnal Entrepreneur Dan Entrepreneurship [Journal of Entrepreneurs and Entrepreneurship]*, 11(1), 71-88. Retrieved from <https://dspace.uc.ac.id/handle/123456789/5419>
 32. Lavenia, E. R., & Rodhiah, R. (2024). The Influence of Brand Leadership and Brand Experience on Satisfaction and Repurchase Intention on E-commerce Brand. *International Journal of Social Science Research and Review*, 7(5), 142-153. <https://doi.org/10.47814/ijssrr.v7i5.2126>
 33. Li, J., & Lee, G. (2024). The Role of Broadcasters and Brand Image in Improving Consumer Loyalty – Evidence From Live Streaming on Chinese Social Platforms. *SAGE Open*, 14(1), 1-15. <https://doi.org/10.1177/21582440241239457>
 34. Lucky, O. S., Aisjah, S., & Ningrum, A. P. (2023). The impacts of store price image and brand image on repurchase intention with customer satisfaction as mediation : A study on Transmart Mx Mall Malang. *International Journal of Research in Business and Social Science*, 12(1), 22-30. <https://doi.org/10.20525/ijrbs.v12i1.2269>
 35. Mehrabian, A., & Russell, J. A. (1974). *An approach to environmental psychology*. The MIT Press.

36. Miller, K. W., & Mills, M. K. (2012). Contributing clarity by examining brand luxury in the fashion market. *Journal of Business Research*, 65(10), 1471-1479. <https://doi.org/10.1016/j.jbusres.2011.10.013>
37. Mnqanqeni, L., & Shava, H. (2023). The effect of brand experience and attachment on customer repurchase intentions: Evidence from South Africa. *Journal of Contemporary Management*, 20(2), 445-469. <https://doi.org/10.35683/jcm23014.231>
38. Moreira, A. C., Silva, P. M. F., & Moutinho, V. M. F. (2017). The effects of brand experiences on quality, satisfaction and loyalty: an empirical study in the telecommunications multiple-play service market. *Innovar*, 27(64), 23-36. Retrieved from <https://www.proquest.com/scholarly-journals/effects-brand-experiences-on-quality-satisfaction/docview/1923995641/se-2?accountid=25704>
39. Mulyaningsih, P., & Meria, L. (2024). The Impact of Product Quality and Brand Image on Repurchase Intention Through Customer Satisfaction. *APTISI Transactions on Management*, 8(1), 1-13. <https://doi.org/10.33050/atm.v8i1.2135>
40. Muzaki, A., MS, M., & Roslina, R. (2024). Factors that Influence Repurchase Intention at Alas Cobek Restaurant. *Journal of Economics, Finance And Management Studies*, 07(06), 3332-3340. <https://doi.org/10.47191/jefms/v7-i6-27>
41. Nadhifa, S., Sunaryo, & Surachman. (2023). The effect of brand experience and service quality on customer loyalty mediated by customer satisfaction. *International Journal of Research in Business and Social Science*, 12(7), 13-23. <https://doi.org/10.20525/ijrbs.v12i7.2871>
42. Novita, W., & Ardolof Toar, Y. (2024). Factors Affecting Repurchase Intention. *Jurnal Informatika Ekonomi Bisnis [Journal of Business Economics Informatics]*, 6(1), 275-279. Retrieved from <https://infefeb.org/index.php/infefeb/article/download/733/389/>
43. Novitasari, D., Bangun Jeppri Napitupulu, B., Abadiyah, S., Silitonga, N., & Asbari, M. (2022). Linking between Brand Leadership , Customer Satisfaction , and Repurchase Intention in the E-commerce Industry. *International Journal of Social and Management Studies*, 03(01), 280-289. Retrieved from <https://ijosmas.org/index.php/ijosmas/article/view/109/90%0A2022-01-18>
44. Novitasari, D., Young, F. C., & Cahyono, B. T. (2024). The Impact of Brand Leadership and Customer Satisfaction on Customer Loyalty: Evidence from Indonesia. *International Journal of Social and Management Studies*, 5(1), 35-44. <https://doi.org/10.2139/ssrn.4724271>
45. Nurhadi, Ramadania, Listiana, E., Barkah, & Rosnani, T. (2024). Do brand image, product quality impact eiger bags repurchase intention? *Journal of Management Science*, 7(1), 152-164. Retrieved from www.exsys.iocspublisher.org/index.php/JMAS
46. Peng, C., & Kim, Y. G. (2014). Application of the Stimuli-Organism-Response (S-O-R) Framework to Online Shopping Behavior. *Journal of Internet Commerce*, 13, 159-176. <https://doi.org/10.1080/15332861.2014.944437>
47. Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88(5), 879-903. <https://doi.org/10.1037/0021-9010.88.5.87>
48. Putri, K. A. M. A., & Yasa, N. N. K. (2022). The Role of Customer Satisfaction as Mediating Variable on the Effect of Brand Image towards Coffee Shop Customer's Repurchase Intention. *European Journal of Business and Management Research*, 7(2), 149-154. <https://doi.org/10.24018/ejbmr.2022.7.2.1271>
49. Rentracks. (2025). 20+ Latest Ecommerce Statistics 2025. Retrieved from <https://renttracks.com.vn/20-thong-ke-thuong-mai-dien-tu-moi-nhat-nam-2025/>
50. Sayekti, N. P., & Setyawan, A. A. (2025). The influence of brand experience, brand satisfaction, and perceived quality on brand loyalty toward bottled drinking water products (AMDK). *Indonesian Interdisciplinary Journal of Sharia Economics*, 8(1), 1548-1563. <https://doi.org/10.31538/ijse.v8i1.6008>
51. Sohaib, M., Safeer, A. A., & Majeed, A. (2022). Role of social media marketing activities in China's e-commerce industry: A stimulus organism response theory context. *Frontiers in Psychology*, 13(August), 1-16. <https://doi.org/10.3389/fpsyg.2022.941058>
52. Tandon, A., Jabeen, F., Talwar, S., Sakashita, M., & Dhir, A. (2021). Facilitators and inhibitors of organic food buying behavior. *Food Quality and Preference*, 88(April 2020), 104077. <https://doi.org/10.1016/j.foodqual.2020.104077>
53. Tarigan, A. P. B., & Bernarto, I. (2024). The effect of brand image, brand trust and customer satisfaction on repurchase intention (Case study: Starbucks Coffee Jakarta). *Edunomika*, 08(01), 1-14. <https://doi.org/10.29040/jie.v8i1.11579>
54. Tian, H., & Siddik, A. B. (2022). Factors Affecting the Repurchase Intention of Organic Tea among Millennial Consumers : An Empirical Study. *Behavioral Sciences*, 12, 1-19. <https://doi.org/10.3390/bs12020050>
55. Tongco, M. D. C. (2007). Purposive Sampling as a Tool for Informant Selection. *Ethnobotany Research & Applications*, 5, 147-158. Retrieved from <https://ethnobotanyjournal.org/index.php/era/article/view/126>
56. Wijarnoko, M. A., Pramana, E., & Santoso, J. (2023). Factors That Influence Repurchase Intention: A Systematic Literature Review. *Teknika*, 12(3), 252-260. <https://doi.org/10.34148/teknika.v12i3.693>