



DOI: <https://doi.org/10.38035/dijemss.v6i3>  
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## Customer Experience Model in the B2B Digital Ecosystem to Enhance Customer Satisfaction

Fitri Lestari<sup>1</sup>, Agus Rahayu<sup>2</sup>, Heny Hendrayati<sup>3</sup>, Rais Iqbal Rabiul Awal<sup>4</sup>

<sup>1</sup>Universitas Pendidikan Indonesia, STIE Ekuitas, Bandung, Indonesia, [ghaziya.01@upi.edu](mailto:ghaziya.01@upi.edu)

<sup>2</sup>Universitas Pendidikan Indonesia, Bandung, Indonesia, [agusrahayu@upi.edu](mailto:agusrahayu@upi.edu)

<sup>3</sup>Universitas Pendidikan Indonesia, Bandung, Indonesia, [henyhendrayati@upi.edu](mailto:henyhendrayati@upi.edu)

<sup>4</sup>Universitas Pendidikan Indonesia, Bandung, Indonesia, [raisiqbal@upi.edu.com](mailto:raisiqbal@upi.edu.com)

Corresponding Author: [ghaziya.01@upi.edu](mailto:ghaziya.01@upi.edu)

**Abstract:** Purpose - This article aims to open the black box of the relationship between customer experience and customer satisfaction. The authors also take a detailed approach to the concept of customer experience analysis with dimensions: basic service experience (BSE), focus on results (FR), Design/methodology/approach- A total sample of 158 participants of the MSME's Level Up of the West Java Provincial Office of Cooperatives and Small Businesses, Garut District was collected through google forms from October 1 to November 30, 2024. Data were analyzed using partial least squares structural equation modeling. (PLS-SEM). Findings- The results suggest that the customer experience dimension is the foundation of commercial success (i.e. customer satisfaction) for GoBiz in a business-to-business (B2B) environment. Therefore, the most innovative GoBiz must not only pay attention to providing services in accordance with customer agreements but also go beyond that; thus, these companies must understand customer needs to be able to offer a unique experience. Therefore, these companies must design experiences that go beyond purely technical delivery services. Originality/value - While previous work has linked customer experience to customer satisfaction, there is still little work that does so specifically in a trending industry such as GoBiz and even less in a B2B environment. In addition, this work analyzes a more detailed customer experience.

**Keyword:** Customer Experience, customer satisfaction, B2B, GoBiz, Focus on Result, Basic service experience.

## INTRODUCTION

The development of the digital ecosystem in the B2B (business-to-business) sector has undergone a significant transformation, especially in recent years. Digitalization has become a key driver in changing the way companies interact, transact, and build relationships with their business partners. In this context, digitalization includes not only the implementation of new technologies, but also changes in business strategies and operational models that support efficiency and effectiveness in B2B interactions (Corsaro & D'Amico, 2022; Lasrado et al.,

2022; Lindh & Nordman, 2018). One of the most striking impacts of digitalization is the improvement in the quality of interactions between companies.

During the COVID-19 pandemic, many B2B professionals initially experienced difficulties in managing digitally mediated relationships, but over time, they realized that technology could improve the quality of their interactions and the effectiveness of their operations (Corsaro & D'Amico, 2022). This suggests that digitalization is not just about technology adoption, but also about how it can be used to strengthen relationships and collaboration between companies (Lasrado et al., 2022). In addition, digitalization has also changed the way companies conduct sales and marketing. With digital tools and e-commerce platforms, B2B companies can now reach customers more effectively, utilize data to understand customer needs, and customize their offerings (Alamäki & Korpela, 2021; Mattila et al., 2021).

The use of digital technology in the sales process not only increases efficiency, but also allows companies to offer a more personalized experience to their customers (Lasrado et al., 2022). This creates opportunities for companies to build stronger and more sustainable relationships with their customers. However, while many B2B companies have started to adopt digital technologies, there are still significant challenges. Many companies face difficulties in integrating new technologies into their business processes and changing organizational culture to support digital transformation (Mujianto et al., 2023; Szabó et al., 2020).

In addition, there are also concerns regarding data security and digital liability that need to be addressed for companies to harness the full potential of digitalization (Wirtz et al., 2022). As such, the development of digital ecosystems within the B2B sector not only includes the application of technology, but also involves profound changes in the way companies operate and interact. To compete in this digital age, B2B companies must be able to adapt quickly to changes and leverage technology to improve relationships with their customers and business partners (Lindh & Nordman, 2018; Rummel et al., 2021).

The importance of customer experience as a strategic factor in B2B business management cannot be ignored, especially in the context of increasingly fierce competition in today's digital era. Customer experience encompasses all interactions a customer has with a company, from the initial information-seeking stage to post-purchase. In the B2B sector, a positive customer experience can contribute significantly to customer retention and loyalty, which in turn impacts the company's profitability (Keni & Sandra, 2021; Putri & Surianto, 2022; Suriانشa, 2023).

One of the main reasons why customer experience is a strategic factor is because B2B customers tend to have higher expectations compared to B2C customers. Not only are they looking for quality products or services, but they also want efficient and transparent interactions. Research shows that elements such as ease of use, security, and reliability in the transaction process greatly influence customer satisfaction in the B2B context (Alfa, 2023; Ikegami et al., 2021). Therefore, companies that are able to create a good customer experience will be more likely to retain their customers and increase customer lifetime value (Yolandari & Kusumadewi, 2018).

In addition, a good customer experience also plays a role in building trust. In the B2B context, trust is a key element in successful business relationships. When customers are satisfied with their experience, they are more likely to trust the company and recommend it to other business partners (Kelsey, 2023; Nirawati et al., 2020). A positive customer experience contributes to repurchase intentions, which is an important indicator of customer loyalty (Wijaya, 2023). Thus, companies that focus on customer experience can create mutually beneficial long-term relationships with their customers. On the other hand, companies that ignore customer experience risk losing customers and face challenges in maintaining market share.

The digital age, where information can be accessed easily, customers have more choices and can quickly switch to competitors if they feel dissatisfied (Sutisna, 2023). Therefore, it is important for B2B companies to actively manage and improve their customer experience as part of their business strategy. Overall, customer experience is a strategic factor that not only affects customer satisfaction and loyalty, but also contributes to the long-term success of companies in competitive B2B markets. Therefore, companies need to invest resources to understand and improve their customer experience, focusing on the elements that have the most influence on customer satisfaction and loyalty (Keni & Sandra, 2021; Putri & Surianto, 2022; Suriانشa, 2023).

Digitalization has improved the efficiency and quality of interactions in the B2B sector (Hu, 2022; Lasrado et al., 2022). Digital technologies such as e-commerce platforms, data analytics, and interactive tools have changed the way B2B companies interact with their customers (Lederer, 2023; Pandey et al., 2023). Digital transformation has enabled B2B companies to provide more personalized and personalized customer experiences, as well as facilitate richer information exchange between buyers and sellers (Lasrado et al., 2022; Sahu et al., 2018). This in turn has increased customer trust and strengthened the relationship between companies and customers (Klein, 2022). Moreover, digitalization has also enabled B2B companies to adopt an integrated omni-channel marketing strategy, where customers can interact with companies through various digital, physical, and social touchpoints (Behera et al., 2022; Tsai et al., 2022). This has increased customer engagement and enriched their experience (Pandey et al., 2023; Sahu et al., 2018). Furthermore, the integration of advanced technologies such as artificial intelligence and big data analytics has improved sales process efficiency, managerial decision-making, and customer satisfaction in the B2B sector (Hallikainen et al., 2020; Weiger, 2023). Nonetheless, digital transformation also brings challenges, such as the need to manage the risks of uncertain situations and overcome organizational barriers (Bolton et al., 2018; Hayes & Kelliher, 2022). However, overall, digitalization has proven to be an important factor in improving customer experience in the B2B sector (Sahu et al., 2018; Smith, 2024).

While digitalization has been identified as an important factor in improving the efficiency and quality of interactions in the B2B sector (Lasrado et al., 2022), there is a lack of research examining how this digital transformation affects the specific customer experience. This research fills the gap by exploring how digital technologies affect customers' perceptions of their interactions with B2B companies.

GoBiz is a digital ecosystem platform service as an integrated solution for MSME's to manage B2B effectively and efficiently. The COVID-19 pandemic is causing major changes in consumer habits, accelerating the use of online processes over offline processes, and forcing us to explore how digital platforms contribute to the management of customer experience in digital ecosystems. Previous research tends to adapt the concept of customer experience from the B2C context without considering the uniqueness of B2B (Zolkiewski et al., 2017).

In accordance with the viewpoint that customer experience has four dimensions ("Phil" Klaus & Maklan, 2012) and (Roy et al., 2019) aims to consider two of its main dimensions: basic service experience (BSE), and focus on results (FR).

As these issues are under-researched in the literature and even less in the B2B context of MSMEs, they are considered crucial. If these GoBiz can achieve a high level of satisfaction among their customers, then it is very likely that their customers will continue to use their services and recommend them, so that the company can achieve a sustainable competitive advantage.

This research tries to explain and fill this gap in the literature, and practically help GoBiz generate higher levels of customer satisfaction through proper management of customer experience elements (dimensions).

## Theoretical foundation

This section presents the current state of research on customer experience and customer satisfaction. Regarding customer experience, in accordance with ("Phil" Klaus & Maklan, 2012; Roy et al., 2019). The dependent variable in this study, namely customer satisfaction. Some authors define customer experience as the overall interaction and perception of customers towards a company or brand, which involves cognitive, emotional, affective, physical, sensory, spiritual, and social aspects (Azizi, 2024; Setiobudi et al., 2021; Yesika, 2024). Therefore, companies need to design and manage customer experiences holistically, taking into account the various aspects that influence them, such as service quality, ease of use, security, personalization, and digital technology integration (Parman, 2023; Sihite, 2024). This is important to increase customer satisfaction and loyalty, and drive sustainable business growth.

Schmitt, (1999) defines customer experience as a perception or recognition that continues with the stimulated motivation of the customer, who observes or participates in an event that can enrich the value of the product or service offered by the company. "Phil" Klaus & Maklan (2012) and Roy et al., (2019) recognize that customer experience consists of different elements, both cognitive and emotional, all of which must be considered by companies to achieve better results.

This research focuses on the concept of customer experience proposed by "Phil" Klaus & Maklan (2012); Roy et al., (2019). This concept includes cognitive elements related to more rational elements as well as subjective elements related to emotional or affective aspects, which is in line with the majority of doctrines. These authors point out that customer experience includes four dimensions: basic service experience (BSE), and focus on results (FR). Through these dimensions, this research aims to achieve the set objectives. How are each dimension of customer experience interrelated in influencing customer satisfaction in a B2B context?

In the literature, many studies link customer experience with customer satisfaction in the B2C context (Khajeh Nobar & Rostamzadeh, 2018). However, in the B2B context, the relationship between some elements of customer experience and customer satisfaction is still rarely explored. While there are only a few studies in the B2B context (Vakulenko et al., 2019), even fewer studies address how different components of customer experience interconnect to achieve higher levels of customer satisfaction.

## Basic Service Experience

Cepeda-Carrión (2023) defines BSE as a dimension of customer experience that includes basic aspects of service such as reliability, responsiveness, and competence. BSE has a significant impact on customer satisfaction. Meanwhile, (Poblete & Halldorsson, 2023) emphasizes that basic energy services are the starting point for B2B customers in interacting with service providers. These basic services are the foundation for the customer experience. (Arthur, 2023) states that a company's ability to fulfill promises and provide quality services consistently can build B2B customer trust and satisfaction. These basic aspects are the foundation for the customer experience.

In conclusion, BSE is the core of business. In the context of the GoBiz digital ecosystem, this includes services. However, if companies want to make these basic services a satisfying experience, other attributes must be tailored to customer needs, such as flexible service options and benefits designed to meet their needs (Roy et al., 2019). These attributes contribute to customer satisfaction, but BSE fulfillment remains a key requirement, although not sufficient to generate customer satisfaction.

## Focus and Results

According to ("Phil" Klaus & Maklan, 2012), outcome focus (FR) reflects the importance of experiences directed by specific goals, such as reducing customer transaction



costs. The outcome-focus dimension has been shown to have a significant impact on customer satisfaction in the digital ecosystem (Bolton et al., 2018). In the context of the digital business ecosystem, companies need to focus on value creation and customer outcomes. Collaboration and value co-creation between companies and customers are key to achieving desired outcomes in the digital ecosystem (Sakaya, 2022).

The challenge for companies is to manage the integration between digital, physical and social realms in creating superior customer experiences (Bolton et al., 2018). Digital technologies such as artificial intelligence, data analytics, and ecosystem platforms can be leveraged to increase focus on results and value orientation for customers (Sahu et al., 2018). However, companies also need to pay attention to the emotional and social aspects of digital customer experience (Mele, 2021).

### Customer Satisfaction

According to Damayanti (2023) customer satisfaction is the overall feeling of pleasure and satisfaction of a consumer obtained from the ability to fulfill the wants, expectations, and needs of consumers in connection with the services provided by the business. (Santika, 2023) states that customer satisfaction is a customer response to satisfy their needs, which is an assessment of the features of a product, service, or the product itself, which allows satisfaction. Rahmah & Silitonga (2023) define customer satisfaction as an assessment or customer response to the performance of goods or services, which compares the actual performance of the product with customer expectations.

In general, there are differences in satisfaction perceptions between senders or customers and digital ecosystems. This study analyzes the relationship between customer experience and customer satisfaction in the GoBiz B2B ecosystem service.

### Research Model

After reviewing the dimensions of customer experience analyzed in this study, statements about the various relationships between these dimensions and customer satisfaction are proposed. These statements (i.e. hypotheses) form the proposed research model. First, we propose that basic service experience (BSE) is the main reason customers choose a particular supplier (Abhari et al., 2019).

H1. BSE has a positive relationship with FR.

Rational and emotional aspects play an important role in customer satisfaction, so in this study we propose that basic service experience positively influences focus on results (FR). In this regard we also suggest that the relationship between BSE and customer satisfaction may be sequentially mediated by FR. Thus, we propose the following hypothesis:

H2. BSE has an indirect and positive influence on satisfaction, mediated by FR.

Based on the theoretical review of the various constructs seen in the previous section and the proposed hypotheses.

## METHOD

### Sample

Indonesia has a strategic position as one of the countries with the largest contribution of MSMEs in the national economy. MSMEs in Indonesia include more than 64 million business units, contribute around 61% to the Gross Domestic Product (GDP) and absorb more than 97% of the national workforce. In the digital ecosystem, Indonesian MSMEs are starting to utilize technology to improve efficiency, expand markets, and support business sustainability. GoBiz, as a B2B (business-to-business) platform in Indonesia's digital ecosystem, is one solution that addresses the challenges of MSME digitization.

For this study, MSMEs that routinely operate in sales and are participants of the *MSME's Level Up* program of the West Java Provincial Office of Cooperatives and Small

Businesses of Garut Regency for 6 years. By considering MSMEs that have at least 1 employee and a minimum age of two years, we identified a population of 792 MSMEs. Next, we used a stratified random sampling procedure to generate a representative sample of MSMEs based on dimensional parameters.

We also conducted a minimum power statistical analysis to estimate our model. In partial least squares structural equation modeling (PLS-SEM) analysis, one of the current methods for determining the minimum sample size is the inverse square root method of (Kock & Hadaya, 2018). The sample size used is 158 companies, which represents 20% of the population. Based on the inverse square root method, the results showed a minimum sample size of 105 with a significance level of  $p < 0.001$ .

We contacted MSMEs directly via WhatsApp. The questionnaire was completed online using Google forms between October 1 and November 30, 2024. A total of 158 GoBiz customer MSMEs participated in this study.

#### Measurement Scale

The scale used to measure the dimensions of customer experience was adapted from (Roy et al., 2019) based on "Phil" Klaus & Maklan, (2012). This scale consists of two dimensions: basic service experience (BSE) (two items), focus on results (FR) (three items). Customer satisfaction was measured using a scale adapted from Ruiz et al. (2008) and based on Taylor & Baker's (1994) study. This scale consists of six items and has been used in previous studies to compare customer satisfaction with service providers.

The response used for all scales was a 7-point Likert scale, where the statements in each item were measured from 1 (strongly disagree) to 7 (strongly agree). All items were in Bahasa Indonesia and inconsistencies were resolved through discussions within the research team. As a result, the questionnaire was pilot tested on a small group of academics and practitioners (ten people), with no issues related to readability and comprehension identified.

## RESULTS AND DISCUSSION

### DATA ANALYSIS

#### Evaluation of the Measurement Model

The measurement model evaluation includes the validity and reliability of the measurement scale. Convergent validity is determined through the average variance extracted (AVE) value for each construct, where the AVE value must exceed 0.50 to indicate adequate convergent validity. Table 1 shows that all AVE values meet this criterion, so the convergent validity of the measurement model is accepted.

**Tabel 1 External loadings of the scale items**

Scale items		Loadings
Focus on results		
1	Staying with GoBiz makes my business process easier	0,813
2	GoBiz delivers what I need quickly	0,992
3	GoBiz understands my situation	0,832
Customer Satisfaction		
1	I'm happy with GoBiz provider services	0,971
2	I am satisfied with the GoBiz service	0,890
3	Using the GoBiz application has been a satisfying experience	0,915
4	The choice to use GoBiz is correct	0,963
5	I am generally satisfied with GoBiz	0,924
6	I think I did the right thing when I decided to use GoBiz for my service needs.	0,848

Reliability was tested using two main indicators: composite reliability (CR) and Cronbach's alpha. A CR value greater than 0.70 indicates good reliability. All CR values in this study were above this threshold, as shown in Table 2. In addition, Cronbach's alpha also showed adequate values for all constructs

**Tabel 2 Descriptive statistics, reliability and average variance extracted**

Items	Mean	SD	CA	Rho A	CF	AVE
FR	4.934	1.231	0.853	0.853	0.912	0.760
SAT	5.128	1.102	0.957	0.956	0.963	0.812

Mean : Average score of all items included in this measure, SD = standard deviation, FR= Focus on result, CS=Customer Satisfaction.

Discriminant validity was evaluated by two methods: (1) Fornell-Larcker criterion and (2) HTMT (heterotrait-monotrait ratio of correlations) analysis. Based on the Fornell-Larcker criterion, discriminant validity is met if the square root of the AVE is greater than the correlations between other constructs. In addition, the HTMT value must be smaller than 0.90, which is 0.824 to show discriminant validity. Both of these criteria were met in this study, as shown in Table 2.

**Tabel 3 External weights and scale item**

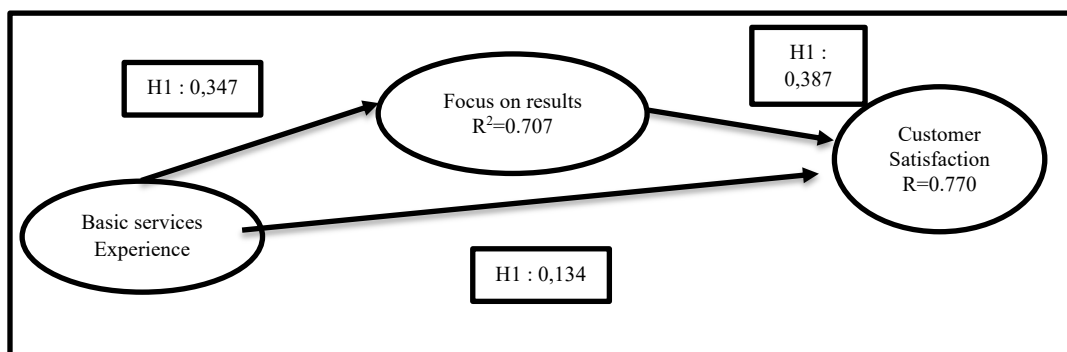
Scale Items	Weight	t value	p	VIF
Based service experience 1 I can choose from a variety of service features	0,725	3,647	0.000	1,072
Based service experience 2 I can communicate quickly with customer service	0,503	2,341	0.010	1,065

The Significance and relevance of the external weights of the composites estimated and examined in Table 3, the results show that the weights of all indicators are significant, with  $p < 0.05$ . Having verified that our model meets all the requirements for an adequate assessment of the measurement model, we perform this assessment by testing the sign, size (relevance), and significance of the path coefficients as proxies for the various proposed hypotheses (see Table 4). H1, BSE, is positively related to FR ( $\beta = 0.347$ ,  $p < 0.001$ ).

**Tabel 4 Direct and indirect effects endogenous variables**

Effects endogenous variables	Path indirect effects	5% Cllo	95% Clhi	Significance of the effect (p)
BSE → FR (H1)	0.347	0.202	0.486	Yes (0.000)
BSE → FR → CS (H2)	0.134	0.047	0.184	Yes (0.01)

BSE : basic service experience, FR : focus on results, Cllo ; low confidence interval and Clhi : hing confidence interval using one tail



The procedure for PLS-SEM goes through its various stages, we first check whether the variables that potentially have endogeneity are distributed in a non-normal way. We do this by running the Cramer-van Mises test on the standardized composite scores of BSE, satisfaction, and FR, which provide the PLS-SEM estimates. If the p value is less than 0.05, then the variable does not follow a normal distribution. The results show (p 5 0.001, 0.002, and 0.020) that none of the constructs have normally distributed scores.

Finally, we assess the predictive properties of our model following the out-of-sample procedure and implemented in SmartPLS. This method needs to make two decisions before it is executed. (1) The first decision relates to the number of folds or k subsets of data points of identical size. A subset with a minimum size of 30 is recommended to obtain minimum statistical power, and since our sample size includes 185 data points, the number of folds is set at 6 (i.e. each fold has at least 30 sample elements). These folds are part of a cross-validation process that is repeated k times and each fold is used once as a test sample. (2) The second decision relates to the number of repetitions, which is suggested by Shmueli et al. (2019) as 10 repetitions. After these decisions, the PLSpredict algorithm is run and prediction indices (i.e. Q<sup>2</sup> predict) are calculated for all indicators of our dependent variable. (i.e. satisfaction). This method suggests that Q<sup>2</sup> should be positive. Next, a skewness measure is obtained for all prediction errors of all indicators calculated by the algorithm. If this skewness measure is greater than 1, then root mean squared error (RMSE) should be used, and if less than 1, then mean absolute error (MAE) is the recommended option. The final step of the prediction analysis using PLS predict is to check whether the PLS-SEM prediction error is lower than the linear regression error (i.e. LM); in this case, we can state that our proposed model has predictive power. The results of the prediction analysis are shown in Table 7, and it can be seen that all predicted Q<sup>2</sup> values are positive for all satisfaction indicators and that all prediction errors for each satisfaction indicator (i.e. RMSE and MAE) are lower for PLS compared to LM. According to the slope level, RMSE is the prediction error that should be considered. From these results, we can say that our model has high predictive power.

The study of customer experience and linking these dimensions to improve customer satisfaction levels. We study and discuss the following dimensions of customer experience- BSE, and FR-which are related, to achieve optimal customer satisfaction.

**Table 5 Result of prediction analysis**

	Q <sup>2</sup> predict	PLS- SEM RMSE	PLS- SEM MAE	LM_RMSE	LM_MAE	Skewness	PLS-LM RMSEA	PLS-LM MAE
CS1	0.13	1.05	0.81	1.054	0.824	-0.674	-0.006	-0.023
CS2	0.144	1.03	0.783	1.036	0.815	-0.452	-0.008	-0.022
CS3	0.121	1.065	0.853	1.067	0.786	-0.425	-0.01	-0.02
CS4	0.142	0.971	0.765	1.003	0.823	-0.441	-0.021	-0.35
CS5	0.123	1.054	0.798	1.053	0.841	-0.514	-0.01	-0.03
CS6	0.125	0.966	0.847	0.976	0.820	-0.332	-0.011	-0.013

CS: Customer Satisfaction items. According to level of skewness, RMSE is the prediction error that should be considered, and therefore the data to be considered are those indicated in the column with values in italics.

The model results from this study confirm that FR directly affects the satisfaction felt by customers when services are produced, which is higher if the perception is that GoBiz is proactive in facilitating the marketing of MSME products. For example, in MSME stores for food services, the easier it is to deliver orders, make payments, the more satisfied customers are.

Our results are in line with those found by Codina Barragan et al. (2017), who stated that for customers to enjoy a satisfying shopping experience, it must be easy, focused on offering what is most interesting to them, transparent with customers without hiding anything or using lowercase letters that go against their interests, and a commercial brand that is integrated by fulfilling its promises and doing its best for customers.



## CONCLUSION

From these findings, we can answer our first research question, where we asked how the different dimensions of customer experience can influence customer satisfaction in a B2B context. In relation to the second research question in this study, and according to Eiglier & Langeard (1987), the results from this study show that BSE (our independent variable in the research model) is the main reason why a customer chooses a particular provider.

According to the results of this study, the customer experience dimension affects individual customer satisfaction. We should give weight to the BSE dimension as the first link in the experience chain where emphasis is placed because it is the main reason why customers with a more rational profile use the service. The model also confirms that BSE is positively related to customer satisfaction through the mediation of FR. Therefore, companies can help increase customer satisfaction by improving the experience provided by GoBiz installers. Combining these variables appropriately is key for GoBiz companies that want to achieve high levels of satisfaction among their industrial (B2B) customers, thereby achieving a relevant competitive advantage (Khajeh Nobar & Rostamzadeh, 2018). Therefore, to achieve higher customer satisfaction and excellence. In this case, BSE and FR are more rational and cognitive aspects.

Based on the results obtained from the literature review and our empirical efforts as well as taking into account the objectives set out in this paper, we draw the following implications. First, this study is a novel study in the B2B context in the service sector using the dominant service logic approach. Within this approach, studies in the B2B context are quite rare, and thus, this work makes a relevant contribution. Second, the study in the B2B context focuses on the most rational and cognitive aspects related to the level of service experience perceived by customers. Third, this work provides an empirical study for the literature in the B2B context in GoBiz. Therefore, our work contributes to the literature in the service sector (especially GoBiz) and in the B2B environment.

Fourth, this study opens the black box of customer experience and presents a model to analyze the direct and indirect (mediator) effects of various dimensions of customer experience as a precursor to customer satisfaction that is empirically tested. Fifth, the basic services of the GoBiz company are presented as the key elements from which the rest of the variables make sense in the proposed and tested model. BSE is a key variable in achieving satisfaction. Finally, the components of the customer experience (FR) contribute critically to achieving customer satisfaction. To build a memorable and differentiated customer experience for companies in this industry, it is not enough to adhere to what has been agreed upon.

From a practical point of view, this study can help company managers make key decisions to achieve B2B customer satisfaction. First, GoBiz managers should not stop at the correct technical level of service delivery, but should go beyond it. The most innovative GoBiz know that to provide a memorable experience for customers, they must design an experience that goes beyond technical delivery services. That is, we cannot have satisfied customers if we fail at the basics of the business, i.e. food delivery, digital payments. Therefore, the entire organization must be aligned to work strategically and focus on the customer experience dimension, starting with BSE and continuing with FR. From this, GoBiz can achieve satisfied customers who exhibit positive behaviors and attitudes towards the company and, therefore, enable the company to achieve better results.

Second, to successfully achieve customer satisfaction, managers must work strategically on this variable in terms of the impact that each dimension has on satisfaction. Customer satisfaction has an impact on the company's revenue, and as such, can be considered a competitive advantage achieved through customer experience.

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