



A Systematic Review and Thematic Synthesis of the 4Cs Marketing Framework, Perceived Value, and Customer Satisfaction

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ABSTRACT

Digital transformation has made customer-centered marketing strategies more important for shaping perceived value and customer satisfaction. This study reviews empirical evidence on how the 4Cs marketing factors customer need fulfilment, Cost, Convenience, and Communication relate to perceived value and customer satisfaction. Using PRISMA 2020 guidelines, the author identified peer-reviewed empirical studies published in English from 2010 to 2025 through Scopus. After screening and assessing eligibility, the author included 27 studies in the qualitative thematic synthesis. The findings show that the four 4Cs dimensions generally relate to perceived value and customer satisfaction, although the strength and nature of these associations vary across industries, market contexts, and construct operationalizations. Perceived value consistently correlates with customer satisfaction. Nevertheless, direct empirical evidence supporting its mediating role is limited, as several studies investigate only individual components of the proposed pathway. This review synthesizes fragmented evidence into a 4Cs–perceived value–customer satisfaction framework, differentiates directly tested mediation from component-path evidence, and highlights significant theoretical, methodological, and contextual gaps for future research.

Keywords: 4Cs Marketing; Customer Need Fulfilment; Perceived Value; Customer Satisfaction; Customer-Centered Marketing; Systematic Literature Review.

1. INTRODUCTION

The rapid expansion of new media platforms and digital technologies has transformed how consumers access information, evaluate products and services, interact with organizations, and form perceptions of value (Durak et al., 2023). Interactive media enhance transparency, deliver personalized content, enable real-time feedback and facilitate social interaction (Fitria et al., 2026). These features significantly influence consumer decision-making and purchasing behavior (Alnoor et al., 2024; Ghorbani et al., 2023; Li et al., 2023). Furthermore, digital advertising and interactive communication channels play a critical role in shaping consumer attitudes, ethical consumption intentions, and engagement (Ata, 2023; Cheng et al., 2023; Kılıçaslan et al., 2023). Customer satisfaction reflects consumers' evaluations of products and services

following their interactions and consumption experiences (Iqbal et al., 2023; Jasin et al., 2023). Beyond its traditional role as an indicator of service performance, customer satisfaction has become strategically important for customer loyalty, organizational performance, complaint management, and long-term business sustainability (Alshurideh et al., 2023; Bernarto et al., 2023; Kurniawan, 2023).

Closely associated with satisfaction is perceived value, broadly conceptualized as consumers' assessment of the benefits received relative to the sacrifices or costs incurred. Perceived value may encompass functional, emotional, social, and other context-dependent dimensions and has been widely associated with consumer evaluations and behavioral outcomes.

Lauterborn's (1990) 4Cs Marketing Theory offers a customer-centered approach to marketing strategy by reframing the traditional 4Ps as Customer Needs, Cost, Convenience, and Communication. Rather than focusing on organizational production and promotion, the 4Cs framework emphasizes the total costs customers incur, the convenience of acquiring a product or service, and the effectiveness of two-way communication between organizations and consumers (Qian et al., 2023; Zulfikar et al., 2023). In this review, Customer Needs is defined as organizational responsiveness to, or fulfilment of, customer requirements, enabling comparison with other marketing-related dimensions within the framework.

Existing empirical research has examined relationships among individual 4Cs-related factors, perceived value, and customer satisfaction across a variety of market settings. Studies have reported associations between customer-oriented marketing practices and satisfaction (Ayinaddis et al., 2023; Chong et al., 2023; Mohamud, 2017; Negassa & Japee, 2023; Rahman et al., 2023), as well as relationships between marketing-related factors and perceived value (Ghorbani et al., 2023; Pham et al., 2018; Wang, 2020; Yuen et al., 2023). Perceived value has likewise been associated with customer satisfaction in different consumer and service contexts.

Nevertheless, the existing literature remains fragmented. The four dimensions of the 4Cs framework are often analyzed independently or through related operational constructs, rather than as a cohesive, customer-centered framework. Additionally, research on marketing factors, perceived value, and customer satisfaction demonstrates significant variation in conceptualizations, measurement approaches, industry focus, and market contexts, which complicates the comparability of findings. Third, evidence regarding perceived value as an intervening mechanism is fragmented across studies. Researchers must distinguish directly tested mediation models from relationships inferred by synthesizing separate empirical pathways. Furthermore, the growing significance of digital and interactive consumer environments warrants examining whether relationships established in traditional service and retail contexts remain applicable in contemporary digital settings.

Therefore, this study conducts a Systematic Literature Review (SLR) following PRISMA 2020 principles to identify, evaluate, and synthesize empirical evidence on the relationships among 4Cs marketing factors, perceived value, and customer satisfaction. Particular attention is given to variations in construct operationalization, study context, methodological design, and whether the mediating role of perceived value is explicitly tested or only indirectly inferred through separate relationships. This systematic literature review examines four interrelated research questions.

RQ1: What relationships between individual 4Cs marketing factors and customer satisfaction have been reported in the empirical literature?

RQ2: What relationships between individual 4Cs marketing factors and perceived value have been reported?

RQ3: What relationship between perceived value and customer satisfaction has been reported across different market contexts?

RQ4: To what extent has the mediating role of perceived value between 4Cs marketing factors and customer satisfaction been directly tested and empirically supported in the existing literature?

This review synthesizes fragmented evidence using a 4Cs–perceived value–customer satisfaction framework, differentiates directly tested mediation effects from individual relationships, and provides actionable insights for customer-centered marketing. Furthermore, it highlights significant theoretical, methodological, and contextual gaps to guide future research.

2. METHODOLOGY

2.1 Research Design

This study employed a Systematic Literature Review (SLR) to identify, evaluate, and synthesize empirical evidence concerning the relationships among 4Cs marketing factors, perceived value, and customer satisfaction.

This systematic review was reported with reference to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) statement (Page et al., 2021). The review process comprised literature identification, duplicate removal, title-and-abstract screening, full-text eligibility assessment, data extraction, study-quality appraisal, and qualitative evidence synthesis.

2.2 Search Strategy

Scopus served as the bibliographic database for identifying relevant empirical studies published in English from 2010 to 2025. The final Scopus search was conducted on April 2, 2026. The applied search limits/filters were 2010–2025, English, Article, Journal. The search returned 1,265 records.

Multiple Scopus search strings were executed and their results were merged, after which 183 duplicate records were removed. The remaining 1,082 records underwent title-and-abstract screening and 940 were excluded. Full texts were sought for 142 reports; eight could not be retrieved. The remaining 134 full-text reports were assessed for eligibility, 107 were excluded, and 27 studies were retained for qualitative synthesis (Figure 1).

2.3 Eligibility Criteria

The author applied the following eligibility criteria to studies selected for inclusion.

1. Original empirical articles published in peer-reviewed journals
2. Published in English between 2010 and 2025

3. Examined at least one 4Cs dimension, specifically customer need fulfilment, cost, Convenience, or Communication, in relation to perceived value or customer satisfaction
4. Conducted within marketing, consumer, retail, service, hospitality, tourism, banking, e-commerce, or related business contexts
5. Provided sufficient methodological and empirical information for synthesis.

The author excluded publications such as conference proceedings, dissertations, book chapters, conceptual papers, reviews, meta-analyses, editorials, and other non-empirical works. The author further excluded studies if the relevant constructs could not be reliably mapped onto the 4Cs framework or if sufficient information for synthesis was lacking. Following duplicate removal, records underwent title and abstract screening, followed by full-text eligibility assessment.

2.4 Data Extraction

Data from the 27 included studies were extracted by the author using a standardized matrix covering author and year, country, industry/setting, sample characteristics, study design, analytical method, original construct labels, operational definitions or measures, mapped 4Cs dimension, perceived-value and customer-satisfaction outcomes, and key findings. Following the initial extraction, the completed matrix was rechecked against the full texts of the included studies to identify and correct extraction or classification errors. For transparency, the matrix retained both the original construct label used in each primary study and the rationale for mapping that construct to Customer Need Fulfilment, Cost, Convenience, or Communication. Customer satisfaction, loyalty, and repurchase were treated as distinct outcomes.

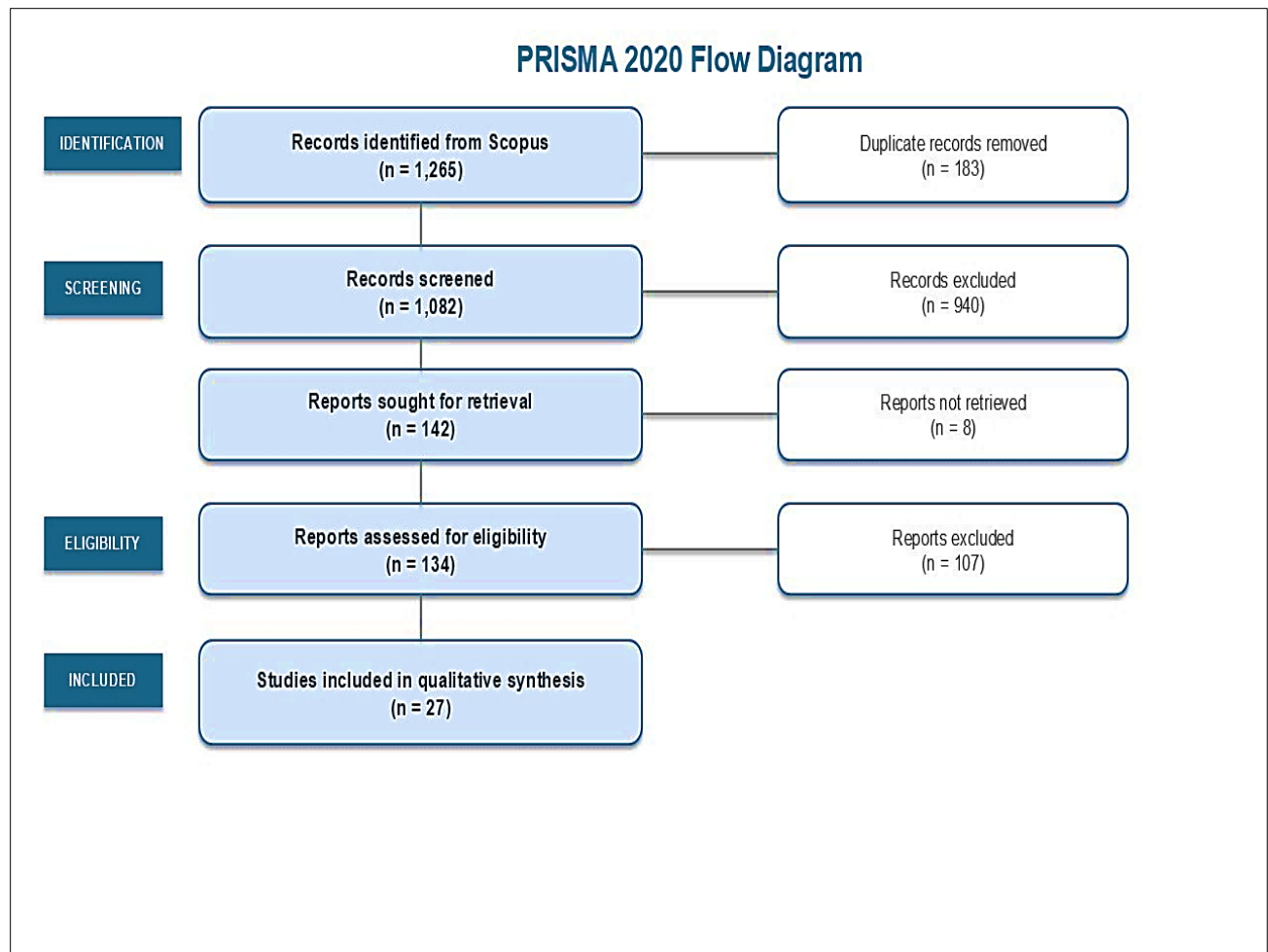


Figure 1. PRISMA Flow Diagram

2.5 Assessment of Study Quality

Methodological quality of the included studies was appraised by the author using the Mixed Methods Appraisal Tool (MMAT), 2018 version (Hong et al., 2018). Each study was first classified according to its methodological design and then evaluated against the relevant design-specific MMAT criteria. Individual criteria were rated as “Yes,” “No,” or “Can’t tell,” following the MMAT guidance. Rather than calculating an overall numerical quality score, criterion-level judgments were used to assess the methodological robustness of each study and to inform interpretation of the synthesized evidence. To reduce the risk of inconsistency associated with single-reviewer appraisal, the author applied the same predefined appraisal criteria to all included studies and rechecked the completed assessments against the full texts before finalizing the quality judgments.

2.6 Data Synthesis and Analysis

A qualitative thematic synthesis was used to integrate findings across diverse research contexts and methodological approaches.

The synthesis was organized around four themes:

1. 4Cs marketing factors and customer satisfaction
2. 4Cs marketing factors and perceived value
3. Perceived value and customer satisfaction
4. The directly tested mediating role of perceived value. Similarities, differences, and inconsistencies across studies were compared to identify overall patterns, research gaps, and directions for future research.

3. FINDINGS AND THEMATIC SYNTHESIS

3.1 Characteristics of Included Studies

This systematic literature review included 27 empirical studies from different regions and sectors, such as e-commerce, retail, banking, hospitality, tourism, fitness services, and digital marketing. Most studies used quantitative surveys, often relying on structural equation modeling, regression analysis, and other multivariate methods. Because the studies varied in context, measurement tools, and analysis methods, the findings were synthesized using a qualitative thematic approach rather than combining statistics. Detailed characteristics of the included studies are provided in Appendix A.

3.2 Relationship Between 4Cs Marketing Factors and Customer Satisfaction

Synthesized evidence shows that the 4Cs marketing factors are positively associated with customer satisfaction, although the magnitude of their effects varies by context and operationalization. Customer need fulfilment enhances satisfaction by aligning products and services with customer expectations, whereas Cost affects evaluations through perceptions of price fairness and both monetary and non-monetary sacrifices. Convenience is especially significant in e-commerce, banking, retail, and service sectors, where accessibility and transaction simplicity influence customer experiences. Communication, encompassing responsiveness, information exchange, and interaction, is similarly linked to positive satisfaction outcomes. Collectively, the evidence affirms the relevance of the 4Cs framework while highlighting contextual variation across industries and markets.

Table 1 shows that all four 4Cs marketing dimensions relate to customer satisfaction, but the strength and type of these relationships vary by context. Convenience and cost stand out in digital and service settings. Customer need fulfilment and communication help through responsiveness, service alignment, and information sharing. Overall, the evidence supports using the 4Cs framework to explain customer satisfaction in different market environments.

Table 1. 4Cs Marketing Factors and Customer Satisfaction

4Cs Dimension		Finding	References
Customer Fulfillment	Need	Responsiveness to customer requirements is generally associated with favorable customer evaluations and satisfaction.	Rahman et al., (2023); Jasin et al., (2023); Ali & Ilyas, (2016)
Cost		Price fairness and reduced monetary or non-monetary sacrifice are associated with satisfaction.	Bernarto et al., (2023); Gumussoy & Koseoglu, (2016); Iqbal et al., (2023)
Convenience		Accessibility and transaction ease are associated with satisfaction, particularly in service and digital settings.	Ayinaddis et al., (2023); García-Fernández et al., (2018); Kadhim et al., (2021)

Communication	Responsiveness and information exchange are associated with satisfaction and related customer outcomes.	Chong et al., (2023); Negassa & Japee, (2023); Cheng et al., (2023)
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3.3 Relationship Between 4Cs Marketing Factors and Perceived Value

The synthesized evidence indicates that 4Cs marketing factors are associated with customer perceived value, although the relationships vary across contexts and operationalizations. Customer Need Fulfilment contributes to value by aligning offerings with customer expectations, while Cost influences the trade-off between perceived benefits and monetary or non-monetary sacrifices. Convenience enhances value by reducing the time and effort required to access and use products or services. Communication may further strengthen value perceptions through information exchange, responsiveness, and customer engagement. Overall, the findings suggest that the 4Cs dimensions contribute to perceived value through different but complementary mechanisms.

Table 2 demonstrates that the four 4Cs dimensions contribute to perceived value through distinct mechanisms. Cost and convenience primarily affect the benefit sacrifice evaluation. In contrast, customer need fulfilment and communication influence perceived value by aligning with customer expectations, facilitating information exchange, and promoting engagement. These relationships, however, vary by market context and how the constructs are operationalized.

Table 2. 4Cs Marketing Factors and Perceived Value

4Cs Dimension	Finding	Reference
Customer Need Fulfilment	Alignment with customer requirements is associated with stronger value evaluations.	Wang, (2020); Ghorbani et al., (2023); Ali & Ilyas, (2016)
Cost	Monetary and non-monetary sacrifices contribute to customers' overall value assessments.	Bernarto et al., (2023); Gumussoy & Koseoglu, (2016); Yuen et al., (2023)
Convenience	Accessibility and transaction ease are associated with enhanced perceived value.	Pham et al., (2018); García-Fernández et al., (2018); Kadhim et al., (2021)
Communication	Information exchange and customer engagement are associated with favorable value-related evaluations.	Ghorbani et al., (2023); Alnoor et al., (2024); Juliana et al., (2022)

3.4 Relationship Between Perceived Value and Customer Satisfaction

Synthesized evidence consistently identifies perceived value as a significant correlate of customer satisfaction across various consumer and service contexts. Customers who perceive that the benefits received exceed both monetary and non-monetary sacrifices typically report higher satisfaction. Functional, emotional, social, and overall value assessments may contribute differently depending on the specific market context. Studies in hospitality, automobile, fitness, tourism, retail, and digital service sectors generally support a positive association between perceived value and customer satisfaction.

Table 3 demonstrates that the 4Cs dimensions contribute to perceived value through distinct mechanisms. Cost and convenience primarily relate to benefit–sacrifice evaluations, while customer need

fulfillment and communication relate to customer expectations, information exchange, and engagement. The strength and nature of these relationships vary by market context and how the constructs are operationalized.

Table 3. Relationship Between Perceived Value and Customer Satisfaction

Reference	Context	Finding
Chen et al., (2017)	Automobile retail	Perceived value is positively associated with customer satisfaction.
Kim & Cho, (2016)	Sharing economy/accommodation	Perceived value is positively associated with satisfaction.
García-Fernández et al., (2018)	Fitness services	Perceived value is associated with satisfaction within the structural model.
Jeong & Kim, (2020)	Sport tourism	Perceived value is positively related to tourist satisfaction.
Gumussoy & Koseoglu, (2016)	Hospitality	Perceived value is positively associated with hotel customer satisfaction.

3.5 Mediating Role of Perceived Value

The evidence supporting the mediating role of perceived value is less robust than the evidence for the individual relationships discussed in Sections 3.2 to 3.4. Some studies directly examined indirect pathways involving marketing-related antecedents, perceived value, and customer satisfaction, whereas others addressed only specific components of the proposed pathway. Consequently, an observed association between 4Cs-related factors and perceived value, as well as a separate association between perceived value and satisfaction, is not considered evidence of mediation unless an indirect effect is explicitly tested. Overall, the literature supports perceived value as a potential explanatory mechanism linking customer-oriented marketing factors with satisfaction, but the extent of direct empirical support varies across studies and contexts.

Table 4 shows that there is less direct evidence for mediation than for the individual component relationships. This suggests perceived value is a likely mediator, but current research does not show consistent mediation across all four 4Cs dimensions or in every market context.

Table 4: Mediating Role of Perceived Value

References	Industry	Findings
Malik (2012)	Service sector	Examined perceived value as a mediator between perceived service quality and customer satisfaction.
García-Fernández et al., (2018)	Fitness services	Examined an indirect pathway involving service convenience, perceived value, and satisfaction.
Alkufahy et al., (2023)	E-marketing	Explicitly examined the mediating role of perceived value within relationships involving e-marketing, satisfaction, and loyalty.

Kadhim et al., (2021)	Hypermarket retail	Provides related pathway evidence involving convenience/location, value, and satisfaction.
Bernarto et al., (2023)	Ride-hailing services	Provides component-path evidence involving price fairness, perceived value, and satisfaction.

3.6 Research Gaps

Analysis of the 27 included studies identified several significant gaps. The 4Cs marketing framework is inconsistently operationalized, as most studies focus on individual dimensions rather than the entire framework. Limited evidence integrates 4Cs marketing factors, perceived value, and customer satisfaction within a single model, especially regarding direct testing of perceived value's mediating role. Substantial variation in construct definitions and measurement approaches restricts comparability across studies. Furthermore, the studies are dispersed across different industries, countries, and market contexts. The predominance of cross-sectional research designs further constrains the ability to draw causal and temporal inferences.

4. DISCUSSION

The findings indicate that 4Cs marketing factors, perceived value, and customer satisfaction are closely associated, although the strength and nature of these relationships vary across contexts. Customer Need Fulfillment, Cost, Convenience, and Communication were generally associated with favorable customer evaluations across digital and conventional service settings (Ali & Ilyas, 2016; Ayinaddis et al., 2023; Chong et al., 2023; Rahman et al., 2023). These findings are consistent with Lauterborn's (1990) customer-centered 4Cs perspective, which shifts marketing attention from firm-controlled offerings toward customer requirements, total cost, accessibility, and interaction.

The review further indicates that 4Cs marketing factors are associated with perceived value through different pathways. Customer Need Fulfilment aligns offerings with customer expectations (Wang, 2020; Ghorbani et al., 2023); Cost shapes the trade-off between benefits and monetary or non-monetary sacrifices (Gumussoy & Koseoglu, 2016; Yuen et al., 2023); Convenience reduces transaction effort and improves accessibility (Pham et al., 2018; García-Fernández et al., 2018; Kadhim et al., 2021); and Communication facilitates information exchange and customer engagement (Alnoor et al., 2024; Juliana et al., 2022). These relationships are broadly consistent with Zeithaml's (1988) conceptualization of perceived value as an evaluation of what consumers receive relative to what they give.

Perceived value was also positively associated with customer satisfaction across several market contexts (Chen et al., 2017; Kim & Cho, 2016; García-Fernández et al., 2018; Jeong & Kim, 2020). This suggests that favorable evaluations of benefits relative to sacrifices are important to post-consumption satisfaction. However, differences in value dimensions, measurement approaches, and industry settings indicate that this relationship should not be interpreted as uniform across all contexts.

Importantly, the review distinguishes direct mediation evidence from evidence supporting only individual component relationships. Some studies explicitly examined indirect pathways involving perceived value (Alkufahy et al., 2023; García-Fernández et al., 2018; Malik, 2012), whereas others examined only particular links within the proposed framework. Therefore, perceived value can be regarded as a plausible explanatory mechanism connecting customer-oriented marketing factors with satisfaction,

but the evidence does not establish uniform mediation across all four 4Cs dimensions. This distinction provides a more precise theoretical interpretation of the 4Cs–perceived value–customer satisfaction framework.

5. CONCLUSION

This study concludes that customer need fulfilment, Cost, Convenience, and Communication are important components of customer-centered marketing that are consistently associated with perceived value and customer satisfaction across diverse market contexts. Based on the synthesis of 27 empirical studies, perceived value emerges as an important explanatory mechanism through which 4Cs marketing factors may translate into favorable satisfaction outcomes. However, direct empirical evidence of mediation remains limited and does not yet support uniform mediation across all four dimensions. The principal contribution of this review is the integration of fragmented evidence into a coherent 4Cs–perceived value–customer satisfaction framework, while clearly distinguishing direct associations from empirically tested mediation. Overall, the findings strengthen the theoretical relevance of the 4Cs perspective and provide a clearer foundation for understanding how customer-centered marketing creates value and contributes to customer satisfaction in contemporary markets.

6. LIMITATIONS AND FUTURE STUDIES

This systematic review was limited to English-language empirical studies indexed in Scopus between 2010 and 2025, which may have excluded relevant evidence published in other languages or indexed in other databases. Future reviews should incorporate additional databases, including Web of Science and EBSCOhost, to broaden coverage. Researchers may also employ bibliometric tools such as VOSviewer and CiteSpace for co-citation analysis, keyword mapping, and identification of emerging research trends. Future empirical studies should test comprehensive 4Cs models, examine the mediating role of multidimensional perceived value, and employ longitudinal and cross-cultural designs.

Declarations

Ethics Approval: Not applicable. This study is a systematic literature review based exclusively on previously published research and did not involve human participants or animals.

Informed Consent: Not applicable.

Conflict of Interest: The authors declare no conflicts of interest.

Funding: The authors received no specific funding for this research.

Data Availability: All data analyzed in this review were derived from published studies included in the systematic review. The characteristics of the included studies are provided in **Appendix A**.

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Declaration Statement of Generative AI: We, the authors, used generative Artificial Intelligence (AI) tools to refine language and improve grammar. The authors independently conducted and verified all literature screening, data extraction, analysis, interpretation of results, and scientific conclusions. We take full responsibility for the accuracy, originality, and integrity of this manuscript.

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Appendix A – Characteristics and Construct Mapping of Included Studies

Characteristics of Included Empirical Studies (N = 27)

No.	Primary Study	Country	Industry/Setting	Core Relationship Examined	Analytical Method
1	Ali & Ilyas (2016)	Pakistan	FMCG Retail	Customer-centric marketing mix → Buying behavior	Regression
2	Alkufahy et al. (2023)	Jordan	E-commerce	E-marketing → Perceived value → Satisfaction/Loyalty	PLS-SEM
3	Alnoor et al. (2024)	Cross-national	Social commerce	eWOM → Perceived value → Usage intention	SEM-ANN
4	Alshurideh et al. (2023)	Jordan	Service sector	Social CRM → Customer relationship outcomes → Retention	CB-SEM
5	Ayinaddis et al. (2023)	Ethiopia	Digital banking	E-banking service quality/convenience → Satisfaction	Multiple regression
6	Bernarto et al. (2023)	Indonesia	Ride-hailing/Go-Jek	Price fairness, perceived value → Satisfaction → WOM	PLS-SEM
7	Kim & Cho (2016)	South Korea	Sharing economy	Justice dimensions, perceived value → Satisfaction	Regression
8	Chen et al. (2017)	Malaysia	Automobile retail	Perceived value → Customer satisfaction	CB-SEM
9	Cheng et al. (2023)	Japan	Ethical consumption	Communication strategy → Consumer evaluation → Purchase	Structural model
10	Chong et al. (2023)	Malaysia	E-commerce/Shopee	E-shopping factors → Customer satisfaction	Multiple regression
11	García-Fernández et al. (2018)	Spain	Fitness services	Service convenience → Perceived value → Satisfaction	CB-SEM
12	Ghorbani et al. (2023)	Iran	Hospitality/Hotels	Customer-oriented factors → Perceived value dimensions	Qualitative/SEM
13	Gumussoy & Koseoglu (2016)	Turkey	Hospitality/Hotels	Price fairness, perceived value → Satisfaction	Regression
14	Hu (2023)	China	Social commerce	E-commerce UGC/communication → Consumption willingness	Survey analysis
15	Iqbal et al. (2023)	Pakistan	B2B packaged food	Service factors/switching cost → Satisfaction → Loyalty	PLS-SEM
16	Jasin et al. (2023)	Indonesia	SME consumer retail	Utilitarian value/service quality → Satisfaction	PLS-SEM
17	Jeong & Kim (2020)	South Korea	Sport tourism	Event quality → Perceived value → Tourist satisfaction	CB-SEM
18	Juliana et al. (2022)	Indonesia	Tourism	Social media marketing → Perceived value	PLS-SEM
19	Kadhim et al. (2021)	Malaysia	Hypermarket retail	Convenience/location → Perceived value → Satisfaction	Path analysis
20	Mohamud (2017)	Uganda	Commercial banking	E-banking/service quality → Customer satisfaction	Regression
21	Negassa & Japee (2023)	Ethiopia	Service sector	Responsiveness/communication → Satisfaction → Retention	Structural model

22	Pham et al. (2018)	Vietnam	Online shopping	Convenience → Perceived value → Repurchase intention	Regression analysis
23	Rahman et al. (2023)	Indonesia	Batik MSEs	Customer-oriented factors → Customer satisfaction	Path analysis
24	Malik (2012)	Pakistan	Services	Service quality → Perceived value → Satisfaction	Regression
25	Wang (2020)	China	Apparel retail	4C+2S factors → Customer perceived value	Structural analysis
26	Yuen et al. (2023)	Singapore	Crowdsourced delivery	Customer-related antecedents → Value → Loyalty	PLS-SEM
27	Zulfikar et al. (2023)	Indonesia	E-commerce/Shopee	4Cs marketing mix → Purchasing decisions → Loyalty	Structural analysis

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