

The Role of Customer Satisfaction and Customer Loyalty on Emotional Attachment Towards Brands Evidence from BIMO

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ABSTRACT: In an increasingly competitive marketplace, fostering emotional attachment has become a strategic priority for brands. This study examines the role of customer satisfaction and customer loyalty in shaping emotional attachment toward brands, using BIMO, a leading Algerian biscuit brand, as a case study. A mixed-method approach was adopted, combining an extensive review of the literature with a quantitative empirical analysis. Primary data were collected through a structured questionnaire administered to BIMO consumers, and the results were analyzed using SPSS. The findings reveal that customer satisfaction significantly influences customer loyalty, which in turn plays a crucial role in strengthening emotional attachment to the brand. These results highlight the importance of delivering consistent product quality and positive consumption experiences to enhance long-term emotional bonds with consumers. The study provides practical implications for marketers and brand managers aiming to build durable brand relationships and reinforces the strategic value of satisfaction and loyalty in emotional branding.

KEYWORDS: Marketing, Emotional attachment, Satisfaction, Loyalty, Emotional Branding

I. GENERAL INTRODUCTION

Marketing extends beyond selling products or services; it focuses on building meaningful connections with customers. As Philip Kotler states, "Satisfied customers are the best source of advertisement." In today's competitive market, brands recognize that satisfaction and loyalty are essential for long-term success. Satisfaction goes beyond meeting basic needs, it evokes positive emotions that foster trust and commitment. Loyal customers often become brand advocates, spreading positive word-of-mouth and strengthening brand communities. However, loyalty also involves emotional attachment a deeper bond reflecting alignment with a brand's values and story. As Seth Godin notes, "People do not buy goods and services. They buy relations, stories, and magic." This article explores the interrelationship between satisfaction, loyalty, and emotional attachment, highlighting how brands can cultivate lasting connections that drive loyalty, advocacy, and sustainable profitability.

1. Problem statement

1.1. Main research question

Do Satisfaction and loyalty influence the emotional attachment towards BIMO?

1.2. Research sub-questions

- Does the perceived quality of BIMO products affect customer satisfaction?
- Does Satisfaction with BIMO products leads to greater loyalty towards BIMO?
- Do satisfaction and loyalty impact emotional attachment towards BIMO?

1.3. Research hypotheses

- Quality of BIMO products influences customer satisfaction with BIMO.

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- Satisfaction with BIMO products influences loyalty towards BIMO.
- Satisfaction and loyalty influence emotional attachment towards BIMO.

2. Research Objectives

- Examine how the perceived quality of BIMO products shapes customer satisfaction.
- Ascertain whether customer satisfaction engenders loyalty towards BIMO.
- Investigate the nuanced interplay between customer satisfaction and customer loyalty and how they collectively contribute in fostering emotional attachment towards BIMO

3. Research importance

This research explores how customer satisfaction fosters emotional attachment to brands by examining the links between product quality, satisfaction, and emotional connection.

4. Research methodology

This research guided by the main question that serves as a focal point for the study's investigation will employ a quantitative approach, focusing on a structured questionnaire administered to a non- probability judgmental sample. Additionally, documentary research is conducted to supplement the quantitative findings and provide a comprehensive theoretical framework for the project.

The practical aspect of this study involves statistical analyses that are followed by significant findings of the study and formulate conclusions derived from the examination.

5. Research structure

Chapter One: This chapter provides an overview of the research, outlining its background, conceptual framework, problem statement. It also defines the study's scope, objectives, and significance, emphasizing its relevance to the field.

Chapter Two: This chapter presents a comprehensive literature that examines existing theories, models, and empirical studies, identifying key findings and research gaps.

Chapter Three: Divided into two sections, the first provides an overview of the global and Algerian biscuit markets and the company BIMO. The second details the research methodology, including the study design, data collection, sampling techniques, and analysis procedures.

Chapter Four: This chapter presents and analyzes the data collected, interpreting findings and drawing conclusions based on the quantitative analysis.

Chapter Five: This chapter summarizes the research findings, offers conclusions and recommendations, and highlights the study's limitations and areas for future research.

Chapter Six: This chapter lists all references consulted throughout the research.

II. LITERATURE REVIEW

Understanding how satisfaction and loyalty influence emotional attachment to brands requires a review of the literature that connects these constructs. This review synthesizes key theories and empirical findings to explain how satisfaction and loyalty contribute to consumers' emotional bonds with brands. Together, these insights show how enhancing satisfaction, fostering loyalty, and nurturing emotional connections can help marketers build stronger relationships with consumers.

1. Customer satisfaction

Customer satisfaction refers to the extent to which a product or service meets or exceeds customer expectations based on their experience. It reflects the customer's overall evaluation and emotional response after consumption. (Abdallat, 2008)

1.2. Importance of customer satisfaction

Marketing teams invest considerable time and resources to ensure customer satisfaction, as it remains a central objective for all organizations. Satisfaction provides valuable feedback that helps companies improve operations, supports strategic planning, and guides informed decision- making. It also strengthens relationships with existing customers since satisfied customers are more loyal and continue purchasing a company's products and services (Cengiz, 2010). Moreover, customer satisfaction is a key indicator of organizational performance,

contributing to positive word-of-mouth and reducing churn rates. Satisfied customers promote the brand through positive

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recommendations, which supports business growth. Ultimately, prioritizing customer satisfaction is essential for long-term success, as it enhances loyalty, expands the customer base, and lays the foundation for strong emotional attachment to the brand. (Singh, 2006)

2. Customer Loyalty

It is the degree to which customers consistently choose and remain loyal to a specific brand over time. It is an indication of the consumer's preference and trust in a brand, which typically leads to repeat purchases and useful recommendations from other sources. (Khan, 2013)

2.2. Importance of loyalty

Customer loyalty is essential for long-term organizational success because it boosts profitability and strengthens brand reputation. Retaining customers is more cost-effective than acquiring new ones, and loyal customers provide valuable word-of-mouth promotion. They are also easier to target through marketing efforts due to existing customer records. (Arslan, 2020)

Overall, strong relationships, reliable quality, and personalized experiences help businesses build loyalty that supports sustained growth. (Bodet, 2008)

3. The relationship between satisfaction and loyalty

Customer satisfaction is the foundation of customer loyalty, as it enables customers to evaluate product or service quality. Higher satisfaction increases future purchase intentions and loyalty, although the relationship is not linear. Satisfaction is a key antecedent of loyalty and contributes to company profitability, while dissatisfaction prevents or weakens loyalty even in cases of repeat purchases. (Khadka, 2017)

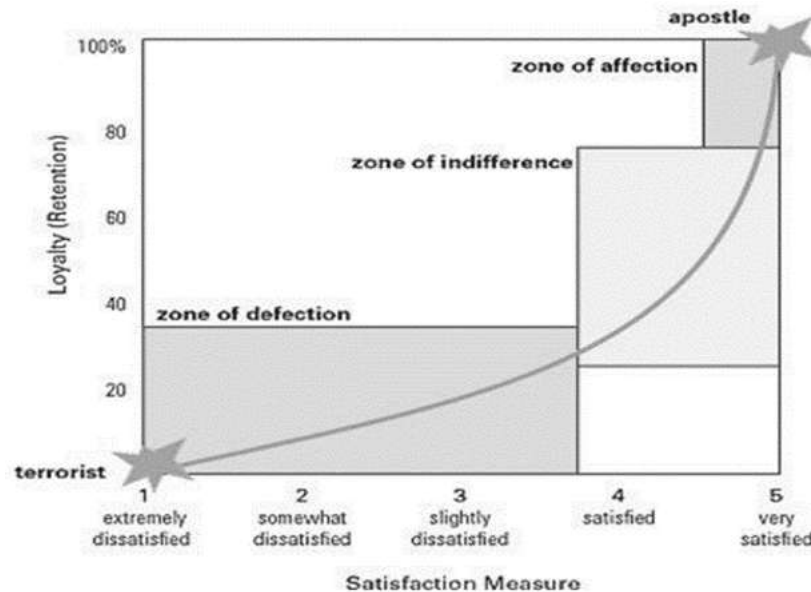


Figure 3.1: Relationship between Customer Satisfaction and customer Loyalty

Source:(Adapted from Heskett et al. 2011, p71) (Khadka, 2017)

The diagram presents customer loyalty as a function of satisfaction, distinguishing between highly dissatisfied “terrorists” and highly satisfied “apostles.” Dissatisfied customers spread negative opinions, while satisfied customers show strong loyalty, invest more, and generate positive word-of-mouth. Loyalty rises sharply once satisfaction reaches a certain level and declines rapidly when satisfaction decreases, highlighting satisfaction as the key driver of loyalty.

4. Emotions in marketing

Emotions are a set of feelings that result from a certain behavior. (Bagozzi, 1999)

4.1. Role of emotions in marketing

Emotions strongly influence human behavior and play a crucial role in shaping consumer responses to brands. Emotional bonds with products or brands affect perceptions, motivate purchasing decisions, and can be a powerful tool in marketing, as emotions arise from cognitive evaluations and are expressed through behaviors and physical reactions. (Bagozzi, 1999) (Poels, 2019)

4.1.1 Emotions as a tool in customer satisfaction

Emotions experienced by a consumer play a crucial role in determining the satisfaction or dissatisfaction degrees associated with products or services. When positive feelings are connected to a purchase, they signify customer satisfaction and indicates a favorable inclination of consumers towards recalling the products and services with a more positive evaluation (Yung, 2021). Measures of satisfaction based on emotions are a better indicator for future behavioral intention compared to cognitive satisfaction measures. (Soodan, 2016)

4.1.2 Emotions as a mode of communication

Emotions are a powerful tool for both marketers and consumers and one of the major drivers of human responses, by evoking them, brands have the ability to emotionally connect with people, convey their beliefs and increasing their memorability and interest. Advertising communication elicits a range of emotions and reactions from customers, including both positive and negative ones. The use of emotional appeal is the most powerful method that prompts cognitive reactions and positive attitude in consumers. This subsequently leads to a cumulative development of emotional connection or attachment to a brand. (Soodan, 2016)

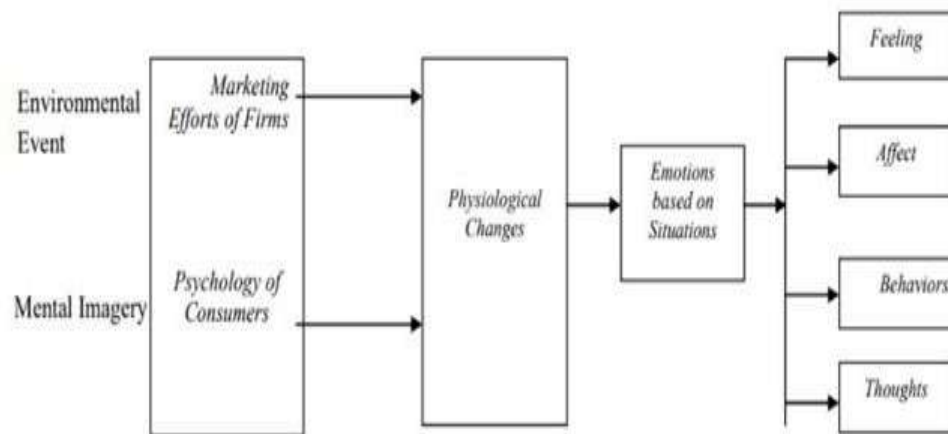


Figure 4.1: Nature of Emotions

Source: (Hawkins, Mothersbaugh & Mookherjee, 2010) (Soodan, 2016)

The figure shows that emotions are an integral part of consumers' experiences during interactions with advertising and their mental state, leading to physiological and behavioral responses. Emotions influence decision-making by shaping behavior and resource allocation, making consumers both rational and partly irrational in their choices

5. Emotional attachment towards brands

Emotional attachment to brands refers to the strong emotional bond consumers develop with a brand, often expressed through feelings of passion, affection, and connection. This attachment makes the brand feel like part of the consumer's identity and leads to strong dedication and loyalty. (Vahdat, 2020; Shimul, 2022; Ghorbanzadeh, 2021; Akgün, 2013).

6. Customer satisfaction, Loyalty and emotional attachment to brands

The relationship between customer satisfaction, loyalty, and emotional attachment is essential in shaping customer behavior and firm success. Satisfaction reflects cognitive and emotional evaluations and can gradually evolve into emotional attachment through repeated positive experiences. Loyalty and emotional attachment reinforce each other, as loyal customers are more likely to develop strong emotional bonds with a brand, strengthening trust and commitment. (Loureiro, 2012). Emotional attachment leads to positive outcomes such as repeat purchases, resistance to switching, and positive word-of-mouth. Overall, satisfaction initiates the relationship, loyalty strengthens it, and emotional attachment deepens long-term customer commitment. (Ghorbanzadeh, 2021)

7. Measurement scale of customer's emotional attachment

The Emotional Attachment Scale (EAS) is a widely-used tool in media and marketing research designed to gauge emotional attachment. Created by, it has found application across advertising, consumer behavior, and psychology. Comprising three sub-scales affection, connection, and passion the EAS includes a total of 15 items, with each sub-scale containing five statements. Participants rate their agreement with each statement on a 7-point Likert scale, indicating the strength of their emotional connection to the brand or product. The affection sub-scale measures the emotional bond, while the connection sub-scale evaluates personal ties, and the passion sub-scale assesses the intensity of attachment. (Thomson, 2005)

7.1 Emotional attachment Measurement

7.1.1 Affection Sub-Scale

- I am emotionally attached to this brand.
- I love this brand.

7.1.2 Connection Sub-Scale

- This brand is personally meaningful to me.
- This brand is part of my life

7.1.3 Passion Sub-Scale

- I have a strong emotional bond with this brand.
- I would be very upset if this brand were no longer available.

Participants rate each item on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). EAS scores are calculated by summing the items within each sub-scale, where higher scores indicate stronger emotional attachment, with some items requiring reverse scoring (Thomson, 2005)

III. RESEARCH METHODOLOGY

This chapter consists of two parts: an overview of the global and Algerian biscuit markets with a focus on BIMO, and a description of the research methodology. It explains how data are collected and analyzed using descriptive and inferential statistics to examine the relationships between satisfaction, loyalty, and emotional attachment, providing a clear foundation for the results and discussion.

Section 1:

1. The global biscuit market

The global biscuit market is vast and constantly expanding. Biscuits are highly popular food products and widely consumed in many countries around the world.

Here are some general insights into the global biscuit market:

- **Market Size:** The global biscuit market was \$104,32 billion US dollars in 2023, and 108,75 billion US dollars in 2024 and it is expected to continue growing in the future.
- **Market Segmentation:** The biscuit market is segmented based on various factors such as the type of biscuit, distribution channels, geographical regions, demographic segmentation and health and dietary preferences
- **Key Market Players:** Numerous multinational corporations and local brands hold significant influence over the global biscuit market. Among the prominent global biscuit brands are: Mondelez International, Kellogg's, Nestlé, Britannia Industries, and many others.
- **Trends and Innovations:** The biscuit market undergoes continual evolution, marked by various trends and innovations. There's a rising consumer demand for healthier options, including organic and natural biscuits, as well as products catering to gluten-free or specific dietary requirements. These innovative formulations not only appeal to health-conscious consumers but also contribute to the overall diversification of the biscuit market, offering a wider range of choices to meet evolving consumer needs and preferences.
- **Growth Factors:** Multiple factors drive the growth of the biscuit market, including the rise of urbanization, higher disposable incomes, busier lifestyles, the proliferation of online commerce, and the increasing demand for convenient, on-the-go snack options.
- **Key Regions:** The global biscuit market spans diverse regions, with significant demand observed in North America, Europe, Asia-Pacific, Latin America, and the Middle East. Preferences for biscuits and consumer trends can vary considerably from one region to another.

2. The Algerian biscuit market

The Algerian biscuit market is dynamic, competitive, and growing, offering a wide range of local and international products. Biscuits are deeply embedded in Algerian consumption habits and are popular as affordable and convenient snacks. Leading local brands such as BIMO, PALMARY, QAADA, and BIFA offer diverse product ranges. In 2023, the market was valued at approximately 81.2 billion Algerian dinars, with consumption increasing due to population growth, urbanization, and changing dietary habits.

3. The Company and its Environment

3.1 Five forces of porter

The five forces of Porter are an industry analysis model developed by Michael Porter to assess a company's competitiveness. However, as an analytical model, it is generally applied to a specific industry rather than a specific company.

In light of limited industry-specific data within the Algerian biscuit market, our analysis will concentrate on evaluating the five competitive forces affecting BIMO.

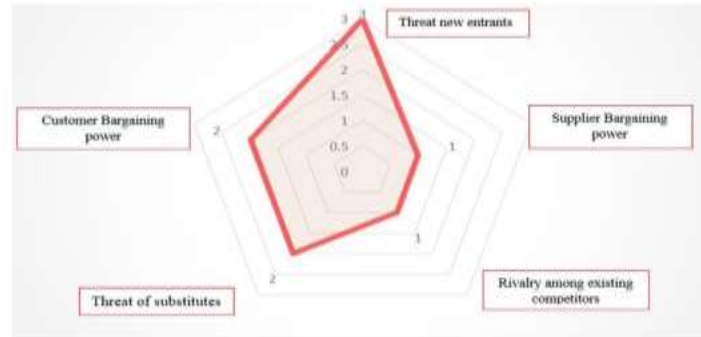


Figure3.1: Porter's Five Forces Analysis for BIMO INDUSTRY

Source: By the authors

3.1.1 Threat of New Entrants

3.1.1.1 Economies of Scale

3.1.1.2 Product Differentiation

• Product Range: BIMO offers a wide range of products (biscuits, chocolates, wafers)

• Production Efficiency: BIMO's large-scale

operations allow for lower per-unit costs. This scale advantage means new entrants would need significant investment to achieve comparable efficiency.

• Technological Investment: BIMO's investment in the latest technologies and production lines increases efficiency and output, creating a high entry barrier for new companies lacking similar resources.

• catering to diverse consumer preferences. A new entrant would need to develop a similarly varied product line to compete.

• Brand Loyalty: BIMO has fostered a deep sense of nostalgia and loyalty within the Algerian market. New entrants would face significant challenges in enticing customers away from such a cherished and trusted brand.

• Quality Standards: BIMO's commitment to certifications (ISO 9001, ISO 22000) enhances its reputation. New entrants would need to match or exceed these standards to gain market acceptance.

3.1.1.3 Capital Requirements

• High Initial Investment: Setting up manufacturing facilities, procuring raw materials, and establishing distribution networks require substantial capital. BIMO's established infrastructure provides a significant advantage over new entrants who would need to make these large investments.

• Technological Investments: Investment in advanced production technology and equipment, which BIMO has already made, causes a financial challenge for new companies entering the market.

3.1.1.4 Switching Costs

• Product Familiarity: Consumers are familiar with BIMO's product quality and taste. Switching to a new brand would involve a perceived risk regarding product consistency.

3.1.1.5 Access to Distribution Channels

• Retail Relationships: BIMO's long-standing relationships with key retailers ensure prime shelf space and favorable terms. New entrants would need to develop these relationships, which takes time and trust. (Personal effort)

3.1.1.6 Cost Disadvantages Independent of Size

• Experience and Knowledge: BIMO's long history and experience in the market provide

valuable insights and operational efficiencies that new entrants lack.

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- Location Advantages: BIMO's strategic location in the industrial zone of Baba Ali near Algiers provides logistical advantages in raw material sourcing and product distribution.

3.1.1.7 Government Policy

- Regulatory Compliance: BIMO's compliance with local regulations and certifications (ISO 9001, ISO 22000) sets a high standard that new entrants must also meet.

3.1.2 Supplier Bargaining Power: BIMO INDUSTRY Group faces pressure from its suppliers because they heavily rely on a limited number of key suppliers for raw materials or components. Since suppliers have high bargaining power and can increase prices or impose unfavorable conditions, this, affects the company's profitability.

3.1.3 Customer Bargaining Power: BIMO INDUSTRY Group depends on a limited number of major customers and operates in an industry where customers have many alternatives, customers exert high bargaining power. This leads to price pressure, increased customization demands, and high-quality requirements.

3.1.4 Threat of Substitutes: BIMO INDUSTRY Group's products or services are easily replaceable by alternatives in the market, this can pose a threat to its competitive position. Customers may be inclined to adopt substitute solutions and reduce demand for the company's products.

3.1.4 Rivalry Among Existing Competitors: The market in which BIMO Industry Group operates is saturated and highly competitive, facing direct competition from companies like PALMARY, BIFA, QAADA etc. This can lead to intense rivalry among existing players. Aggressive competition in terms of pricing, marketing, and innovation could reduce the company's market share and profit margins

4. The host company:

BIMO (Biscuiterie MOderne) is a major Algerian agri-food company specializing in biscuits, chocolates, and wafers. Founded in 1981 in Baba Ali (Algiers), it rapidly expanded and became a national leader. The company added a chocolate unit in 1986, Algeria's first cocoa bean processing unit in 1997, and a wafer unit in 1999. Today, it operates four main production units biscuits, cocoa processing, wafers, and chocolate organized as LLPs

BIMO is ISO 9001:2008 certified and focuses on product quality, innovation, and consumer satisfaction. Strategically located in central Algeria, it benefits from strong distribution and export capabilities. The company has grown from 30 employees in the 1980s to nearly 1,800, supported by modern equipment, advanced production lines, and skilled human resource

4.1 Company's Identity

- Mission: Deliver high-quality agri-food products that meet customer needs while maintaining leadership and contributing to Algeria's economic development.
- Values: Excellence, quality, customer satisfaction, innovation, integrity, and social and environmental responsibility.
- Vision: Become a benchmark in Algeria's agri-food sector through innovation, expansion, and strong presence in both domestic and international markets.

4.2 Marketing Strategy of BIMO

4.3.1 Market Segmentation

4.2.1.1 Demographic Segmentation:

BIMO targets a broad demographic comprising men, women, children, adults, singles, and families. Its products are affordable and accessible, making them suitable for a wide consumer base.

4.2.1.2 Geographic Segmentation:

BIMO distributes its products across all 58 Algerian wilayas and exports to Europe, Canada, and several African countries, demonstrating a strategy oriented toward both national and international markets.

4.2.1.3 Psychographic Segmentation:

BIMO appeals to consumers seeking convenient snacks, sweet treats, and products aligned with quality and trusted origins.

4.2.1.4 Behavioral Segmentation:

Customers purchase BIMO's products regularly due to brand loyalty, satisfaction, and competitive prices, which broaden its consumer reach.

4.2.2 Targeting

4.2.2.1 Children (Primary Target):

BIMO primarily targets children through appealing flavors and playful packaging, fostering early emotional attachment and long-term

loyalty.

4.2.2.2 Teenagers and Young Adults:

This group values convenient, trendy, and accessible snacks suited to active lifestyles. BIMO's product variety meets their need for quick and affordable consumption.

4.2.2.3 Families:

Families seek trustworthy, high-quality, and affordable snacks that satisfy all members. BIMO's breadth of products aligns with these expectations.

4.2.2.4 International Consumers:

The brand targets consumers seeking imported snacks that meet their taste preferences and quality expectations.

4.3.2 Marketing Mix

4.3.2.1 Product

BIMO offers a diversified portfolio across biscuits, wafers, chocolate, and cocoa products, supported by ISO 22000:2018 certification. Its four LLP units manage 14 biscuit products, 4 wafers, 4 chocolates, and 4 cocoa products, half of which serve export markets. Continuous innovation aims to sustain customer satisfaction and competitiveness.

4.3.2.2 Price

Pricing is standardized based on cost and desired margin. However, variable distributor margins cause inconsistent retail prices nationwide. To ensure transparency and protect brand image, BIMO is considering implementing fixed public prices printed on packaging.

4.3.2.3 Distribution

BIMO relies on indirect distribution through two channels:

- Long channel: Direct deliveries to major retailers (e.g., UNO, ARDIS) using the company's fleet.
- Very long channel: The primary model, where wholesalers distribute nationwide to retailers, ensuring wide market coverage.

4.3.2.4 Communication

Historically, BIMO's media presence has been limited. The company recently expanded digital efforts using social media and a redesigned website. Non-media communication relies on participation in national and international fairs to strengthen institutional visibility.

Communication Objectives:

- Cognitive: Increase brand awareness and disseminate product information.
- Affective: Build emotional bonds through storytelling and engaging content.
- Conative: Encourage website visits, social media following, and campaign participation.

Section two

1. Research Design

This study adopted a two-part methodology: a review of secondary sources to build the theoretical framework, and a quantitative approach using an online questionnaire administered in French to Algerian biscuit consumers to measure satisfaction, loyalty, and emotional attachment toward BIMO.

1.1 The Questionnaire Design and Pilot Testing

A structured questionnaire was used to collect primary data, including scale-based and choice questions, with voluntary and anonymous participation. A pilot test was conducted to refine clarity, structure, and content, improving the reliability and validity of the final questionnaire.

1.2 The Final Questionnaire

The final version of the questionnaire was designed to address the main research question and test the hypotheses. After validation, it was distributed through various online platforms, including email, LinkedIn, WhatsApp, Facebook, and Instagram. A total of 206 usable responses were collected.

1.3 Sampling

Due to the absence of a formal sampling frame, a judgmental non-probability sampling technique was used. We selected participants deemed representative of Algerian biscuit consumers based on their purchasing and consumption habits. This approach resulted in a final sample of 206 respondents.

1.4 Preliminary Data Analysis

The core research question and hypotheses were examined using several analytical techniques appropriate for quantitative studies.

1.4.1 Descriptive (Excel) Analysis

A descriptive analysis was conducted to characterize the sample and provide an overview of consumer behaviors.

1.4.2 Simple Regression

Simple regression analysis was employed to examine the relationship between one independent variable and the dependent variable. Key indicators including the slope, intercept, R-squared value, and p-value were interpreted to assess the strength and significance of the relationship.

1.4.3 Multiple Regression

Multiple regression analysis was conducted to evaluate the combined influence of multiple independent variables on the dependent variable. Prior to interpretation, several assumptions were verified:

- Sample size: $N \geq 15 \times \text{number of independent variables}$
- Normality: Assessed through normal probability plots and standardized residuals within ± 3
- Autocorrelation: Evaluated using the Durbin–Watson statistic ($DW \approx 2$ indicates independence)
- Multicollinearity: Identified through tolerance values (>0.1) and inter variable correlations (<0.70)
- Outliers: Detected using Mahalanobis distance compared with the chi-square threshold

IV. FINDINGS

1. Descriptive analysis

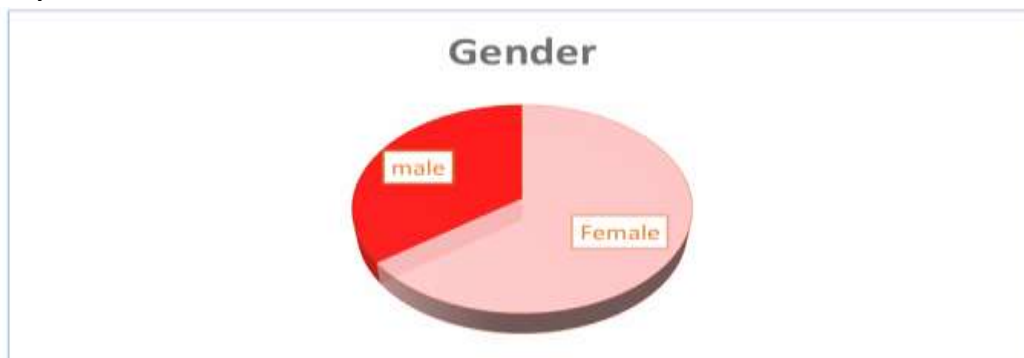


Figure1.1: Distribution of respondents by gender.

Source: By authors

The pie chart shows the gender distribution of respondents: 35% male and 65% female.

The segment sizes are proportional to each group, offering a clear view of the survey's gender composition.

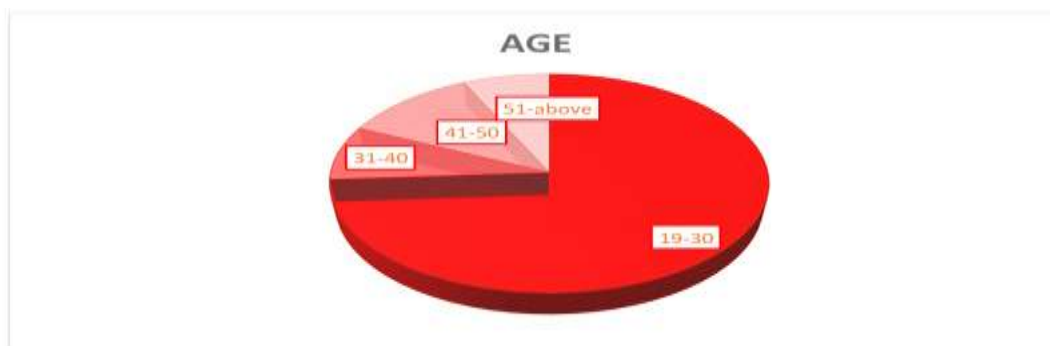


Figure1.2: Distribution of respondents by age.

Source: By authors

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The pie chart shows the age distribution of respondents. Most participants (74%) are between 19 and 30 years old, followed by 8% aged 31–40, 11% aged 41–50, and 7% aged 51 and above. This chart clearly reflects the overall age composition of the sample.

2. Testing hypothesis 1:

H1: Quality of BIMO influences satisfaction.

Independent variable (IV): Quality of BIMO

Dependent variable (DV): Satisfaction

To test this hypothesis, a simple linear regression was conducted with the following variables:

1. Significance of the model

- From ANOVA table:

Table 2.1.1: ANOVA table 1

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	246.756	1	246.756	249.263	.000
	Residual	201.948	204	.990		
	Total	448.704	205			

Source: By authors

Since the p-value (.000) is less than the significance level ($\alpha = 0.05$), the model is statistically significant at $\alpha = 5\%$, therefore, the quality of BIMO significantly influences satisfaction.

2. The usefulness of the model:

- From ANOVA table:

Table 2.1.2: ANOVA table 1

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	246.756	1	246.756	249.263	.000
	Residual	201.948	204	.990		
Total		448.704	205			

Source: By authors

Calculated $F = 249.263$ and Critical $F (1, 204) = 3.888$

Calculated F is 64 times higher than the Critical F . Therefore, the model is useful.

3 Evaluation of parameters:

- From table of coefficients:

Table 2.1.3: Table of coefficients 1

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	1.248	.285	4.375	.000
	Quality of Bimo	.774	.049	15.788	.000

Source: By authors

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Since the p-value for the Quality of BIMO is less than 0.05, the model is statically significant. The positive coefficient (0.774) indicates the Quality of BIMO influences satisfaction positively.

4. Strength of association:

- From the table of Model summary:

Table 2.1.4: Table of model summary 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.550	.548	.99496

Source: By authors

An R^2 of 0.550 means that 55% the variance in Satisfaction is influenced by the Quality of BIMO. This indicates the presence of a positive relationship between quality and satisfaction.

4.6 Regression equation:

Satisfaction = 1.248 + 0.774 Quality of BIMO

→ The analysis shows a significant and positive relationship between the Quality of BIMO and satisfaction.

→ The first hypothesis is accepted.

2.2 Testing Hypothesis 2:

H2: Satisfaction influences Loyalty.

Independent variable (IV): Satisfaction of BIMO products

Dependent variable (DV): Loyalty towards BIMO

1. The significance of the model:

- From ANOVA table:

Table 2.2.1: ANOVA table 2

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	331.764	1	331.764	281.113	.000
	Residual	240.756	204	1.180		
	Total	572.520	205			

Source: By authors

Since the p-value (.000) is less than the significance level ($\alpha = 0.05$), the model is statistically significant at $\alpha = 5\%$, therefore, the satisfaction of BIMO products, significantly influences Loyalty toward BIMO.

2. The usefulness of the model:

- From ANOVA table:

Table 2.2.2: ANOVA table 2

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	331.764	1	331.764	281.113	.000
	Residual	240.756	204	1.180		
	Total	572.520	205			

Source: By authors

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Calculated F = 281.113 and Critical F (1, 204) = 3.888

Calculated F is 72 times higher than the Critical F. Therefore, the model is useful.

3. Evaluation of parameters:

- From table of coefficients:

Table 2.2.3: Table of coefficients 2

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.358	.298		1.203	.230
	Satisfaction of Bimo products	.860	.051	.761	16.766	.000

Source: By authors

Since the p-value for the Satisfaction of BIMO products is less than 0.05, the model is statically significant. The positive coefficient (0.860) indicates that the satisfaction of BIMO products influences Loyalty towards BIMO positively.

4.Strength of association:

- From the table of model summary:

Table 2.2.4: Table of model summary 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.577	1.08636

Source: By authors

An R² of 0.579 means that 57.9% of the variance in Loyalty towards BIMO is influenced by the Satisfaction of BIMO products. This indicates the presence of a positive relationship between Loyalty and satisfaction.

2. Regression equation:

Loyalty towards BIMO = 0.358 + 0.860 Satisfaction of BIMO products

→ The analysis shows a significant and positive relationship between the satisfaction of BIMO products and loyalty towards BIMO products.

→ The second hypothesis is accepted.

2.3Testing Hypothesis 3:

Hypothesis 3 is a comprehensive and multifaced, necessitating a deeper exploration through three sub-hypotheses.

H3.1: Satisfaction influences Emotional Attachment

Independent variable (IV): Satisfaction of BIMO products

Dependent variable (DV): Emotional Attachment

1. The significance of the model:

- From ANOVA table:

Table 2.3.1: ANOVA table 3

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	280.530	1	280.530	170.429	.000

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1	Residual	335.788	204	1.646		
	Total	616.319	205			

Source: By authors

Since the p-value (.000) is less than the significance level ($\alpha = 0.05$), the model is statistically significant at $\alpha = 5\%$, therefore, the satisfaction of BIMO products, significantly influences Emotional Attachment to BIMO.

2. The usefulness of the model:

- From ANOVA table:

Table 2.3.2: ANOVA table 3

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.530	1	280.530	170.429	.000
Residual		335.788	204	1.646		
Total		616.319	205			

Source: By authors

Calculated F = 170.429 and Critical F (1, 204) = 3,888

Calculated F is 43 times higher than the Critical F. Therefore, the model is useful.

3. Evaluation of parameters:

- From table of coefficient:

Table 3.3.3: table of coefficients 3

Coefficients								
Model				Unstandardized		Standardized	t	Sig.
				Coefficients		Coefficients		
				B	Std. Error	Beta		
1	(Constant)			.641	.352		1.822	.070
	Satisfaction	of	Bimo	.791	.061	.675	13.055	.000
	products							

Source: By authors

Since the p-value for the Satisfaction of BIMO products is less than 0.05, the model is statically significant. The positive coefficient (0.791) indicates that the satisfaction of BIMO products influences Emotional Attachment positively.

4.Strength of association:

- From the table of model summary:

Table 2.3.4: Table of model summary 3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.675 ^a	.455	.453	1.28297

Source: By authors

An R^2 of 0.455 means that 45.5% of the variance in Emotional Attachment is influenced by the Satisfaction of BIMO products. This indicates the presence of a moderate relationship between Emotional Attachment and satisfaction.

5.Regression equation:

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Emotional Attachment = $0.641 + 0.791$ Satisfaction of BIMO products

→ The analysis shows a significant and positive relationship between the satisfaction of BIMO products and Emotional Attachment.

→ The sub-hypothesis 3.1 is accepted.

H3.2: Loyalty influences Emotional Attachment

Independent variable (IV): Loyalty towards BIMO products

Dependent variable (DV): Emotional Attachment

1. The significance of the model:

- From ANOVA table:

Table 2.3.5: ANOVA table 4

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	468.584	1	468.584	647.045	.000
Residual	147.735	204	.724		
Total	616.319	205			

Source: By authors

Since the p-value (.000) is less than the significance level ($\alpha = 0.05$), the model is statistically significant at $\alpha = 5\%$. This indicates that Emotional attachment can be attributed to Loyalty towards BIMO, therefore, Loyalty towards BIMO, significantly influences Emotional Attachment to BIMO.

2. The usefulness of the model:

- From ANOVA table:

Table 2.3.6: ANOVA table 4

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	468.584	1	468.584	647.045	.000
Residual	147.735	204	.724		
Total	616.319	205			

Source: By authors

Calculated F = 647.045 and Critical F (1, 204) = 3.888

Calculated F is 166 times higher than the Critical F. Therefore, the model is useful.

3. Evaluation of parameters:

- From table of coefficient:

Table 2.3.7: Table of coefficients 4

Coefficients						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.388	.194		2.005	.046
1	Loyalty Towards BIMO	.905	.036	.872	25.437	.000

Source: By authors

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Since the p-value for Loyalty towards BIMO is less than 0.05, the model is statically significant. The positive coefficient (0.905) indicates that Loyalty toward BIMO influences Emotional Attachment positively.

4. Strength of association:

- From the table of model summary:

Table 2.3.8: Table of model summary 4

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.872	.760	.759		.85099

Source: By authors

An R^2 of 0.750 means that 75% of the variance in Emotional Attachment is influenced by the Loyalty towards BIMO.

2. Regression equation:

Emotional Attachment = $0.388 + 0.905$ Loyalty towards BIMO

→ The analysis shows a significant and positive relationship between the Loyalty towards BIMO and Emotional Attachment to BIMO

→ The sub-hypothesis 3.2 is accepted.

H3.3: Satisfaction and Loyalty influence Emotional Attachment

To test this hypothesis, a multiple linear regression was conducted with the following variables:

Independent variable (IV1): Satisfaction of BIMO products

Independent variable (IV2): Loyalty towards BIMO products

This indicates the presence of a relationship between Emotional Attachment and Loyalty.

Dependent variable (DV): Emotional Attachment

1. Screening data:

- Sample size:** $15 \times 2 = 30$

This hypothesis necessitates a minimum sample of **30 participants**. However, we have received a total of **206 responses** which represents a satisfactory number so the sample size is checked.

- Normality of residuals:** This assumption can be checked in two ways, the first method depends on the standardized residual values, which must be neither above +3 nor below -3. The histogram of regression standardized residual below demonstrates that normality is checked.

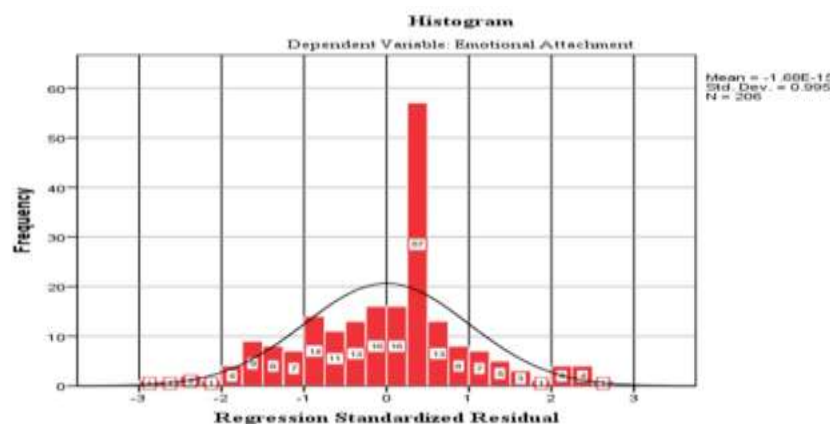


Figure2.3.1: Histogram

Source: By authors

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The second method is the normality P-P PLOT of regression, based on the normal P- P PLOT, all of residuals are close to the diagonal line. As a result, we can say that normality is checked.

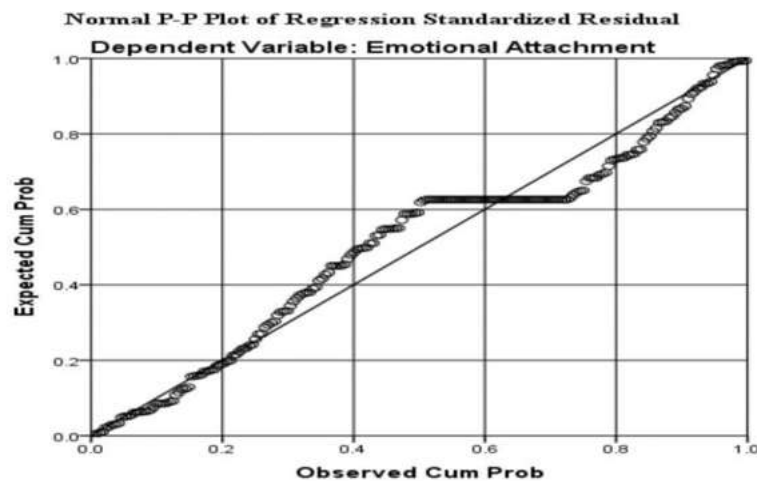


Figure 2.3.2: Normal P-P Plot of regression standardized residual

Source: By authors

- **Outliers:**

Critical value of chi-square: 124,34

None of the Mahala Nobis values in the list exceed the critical value of 124.34. This means that none of the observations can be considered a multivariate outlier, this means that there are no outliers.

- **Auto-correlation:**

From the model summary table:

Table 2.3.9: Table of model summary 5

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.758	.85258	1.963

Source: By authors

We use the Durbin Watson values to investigate the residual independence. For each Durbin Watson value, there are two critical values, DU (Durbin Watson Upper) and DL (Durbin Watson Lower), which when compared to the calculated value result in one of three possible outcomes:

- $DW > DU$ residuals are independent.
- $DW < DL$ residuals are not independent.
- $DL < DW < DU$ the result is inconclusive.

From the table above:

$DW = 1.963$, $N = 206$ $k = 2$, $DW(L) = 1.653$ $DW(U) = 1.693$, If $DW > DW(L)$ & $DW(U)$ there is NO autocorrelation.

Since $DW = 1.963$ and $1.963 > 1.653$ and 1.693 , means that there is no autocorrelation.

The absence of autocorrelation signifies those respondents answered the questionnaire independently.

- **Multicollinearity:**

From table of coefficients:

Table 2.3.10: Table of coefficients 5

Coefficients								
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.324	.235		1.381	.169		
	Satisfaction of Bimo products	.030	.062	.026	.490	.625	.421	2.378
	Loyalty Towards BIMO	.884	.055	.852	16.092	.000	.421	2.378

Source: By authors

- The tolerance =0.421 which is higher than 0.1
- VIF =2.378 which is less than 10

Those two conditions mean that there is no multicollinearity issues.

- **Interpretation:**

1. The significance of the model

- From ANOVA table:

Table 2.3.10: ANOVA table 5

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	468.758	2	234.379	322.437	.000
	Residual	147.561	203	.727		
	Total	616.319	205			

Source: By authors

2. Usefulness of the model

- From ANOVA table:

Since the p-value (.000) is less than the significance level ($\alpha = 0.05$), the model is statistically significant at $\alpha = 5\%$.

Table 2.3.11: ANOVA table 5

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	468.758	2	234.379	322.437	.000
1	Residual	147.561	203	.727		
	Total	616.319	205			

Source: By authors

Calculated F = 322,437 and Critical F (2, 203) =3.041

Therefore, Calculated F is 106 times higher than the Critical F, this means that the model is useful.

3.Evaluation of parameters

- From table of coefficients:

Coefficients									
Model			Unstandardized		Standardized t		Sig.	Collinearity	
Source: By authors			Coefficients		Coefficients			Statistics	
			B	Std. Error	Beta			Toleranc	VIF
								e	
(Constant)			.324	.235		1.381	.169		
Satisfaction of Bimo products			.030	.062	.026	.490	.625	.421	2.378
Loyalty Towards BIMO			.884	.055	.852	16.092	.000	.421	2.378

Satisfaction towards BIMO products: p value= 0.625 so it means that it is not significant at $\alpha=5\%$

Loyalty towards BIMO products: t value is significant at $\alpha= 5\%$

Loyalty Towards BIMO is a significant predictor (p-value < 0.05), while Satisfaction of Bimo products is not (p-value > 0.05).

4.Strength of association

- From Model summary:

Table 2.3.13: Model summary 5

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.758	.85258	1.963

Source: By authors

We multiply the adjusted R square by 100%: $0.761 \times 100 = 76.1\%$

At 76,1% the association is strong.

5. Regression equation

Emotional attachment = $0,324 + 0,30$ satisfaction towards BIMO products + 0.884 Loyalty towards BIMO

→ The sub-hypothesis 3.3 is accepted

Although satisfaction does not show a significant influence on emotional attachment in the presence of loyalty, this because loyalty is an overall variable that includes satisfaction and other variables. Therefore, the hypothesis that Loyalty Towards BIMO and satisfaction of BIMO products influence Emotional Attachment is supported.

CONCLUSION

To complete our research and bolster the secondary data gathered, we conducted an analysis using SPSS in conjunction with the survey we administered. Our aim was to gauge the emotional connection individuals have with BIMO and to assess how satisfaction and loyalty influence this attachment. Through a comprehensive SPSS analysis, our research delved into the intricate dynamics between product quality, satisfaction, loyalty, and emotional attachment towards BIMO. By examining the impact of these variables on each other, we aimed to provide actionable insights for BIMO. Our investigation confirmed the hypotheses:

- ✓ The quality of BIMO products significantly influences customer satisfaction.
- ✓ Satisfaction with BIMO products plays a pivotal role in fostering loyalty among customers.
- ✓ Both satisfaction and loyalty have a profound impact on emotional attachment towards the brand.

These findings offer BIMO a roadmap for strategic enhancement. By prioritizing product quality, BIMO can elevate customer satisfaction levels, consequently nurturing greater loyalty and emotional attachment. Moreover, recognizing the symbiotic relationship between satisfaction, loyalty, and emotional attachment empowers BIMO to tailor its marketing efforts and customer engagement strategies. This tailored approach can strengthen emotional connections with customers, driving brand advocacy and

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long-term retention. In essence, our research underscores the interconnectedness of customer experiences and their profound influence on brand perception and affinity, providing BIMO with actionable insights for sustainable growth and success.

VI. GENERAL CONCLUSION

1. Major Findings

A survey of 206 Algerian biscuit consumers confirmed all hypotheses using regression tests:

- Quality increases satisfaction.
- Satisfaction increases loyalty.
- Satisfaction and loyalty strengthen emotional attachment.

All research questions were validated.

2. Research Objective Results

Satisfaction strongly drives both loyalty and emotional attachment. Perceived quality increases satisfaction, and loyal customers form emotional bonds based on trust and familiarity. These factors reinforce BIMO's brand strength.

3. Research Limitations

Small sample size, self-reported online data, and limited time reduce the generalizability and depth of the findings.

4. Directions for Future Research

Future studies should explore long-term trends, cross-cultural comparisons, brand experience, authenticity, emotional drivers of loyalty, post-purchase behavior, and attachment theory.

5. Recommendations

- Focus on Building Customer Satisfaction
- Investment in Loyalty Programs
- Surveys and Feedback LoopsData- Driven Marketing
- Aggressive Marketing Strategy
- Develop a Comprehensive Commercial Strategy
- Developing a compelling slogan that clearly communicates the benefits of BIMO's products and resonates with customer needs is essential.

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