

# MARKETING HUMANITY: HOW INCLUSIVE EMPLOYMENT SHAPES BRAND EQUITY IN SOCIAL CAFES A CASE STUDY OF KOPI KAMU WIJAYA, JAKARTA

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## Abstract

**Background** - Humanistic Marketing and S-D Logic research remains predominantly Western, leaving inclusive employment's contribution to brand equity in Southeast Asian SMEs underexplored

**Purpose:** To examine how inclusive employment at Kopi Kamu, a South Jakarta cafe employing baristas with Down Syndrome, generates consumer, based brand equity

**Design/Methodology/Approach** - Qualitative single-case study within a constructivist paradigm. Data collected from six informants via semi-structured interviews, non participant observation, and document analysis, coded in Atlas.ti through six phase thematic analysis

**Finding dan Discussion** - A Layered Humanistic Marketing model emerged across three layers moral leadership, inclusive workforce dignity, and consumer emotional resonance, through which moral values flow from owner to customers, forming value based loyalty. Collectivist culture actively accelerates this process

**Conclusion** - Intellectual disability inclusion operates as a measurable brand strategy, and collectivist culture is an active brand equity driver, extending humanistic marketing beyond Western boundaries

**Research Implications** - Finding offer theoretical extensions into non Western contexts and practical guidance for inclusive SMEs and Southeast Asian policymakers

**Research Limitations** - Single case design limits generalizability; comparative multi sector studies are recommended to validate the proposed model

**Keywords:** Humanistic Marketing; Service-Dominant Logic; Brand Equity; Disability Inclusion; Indonesian SME; Kopi Kamu Wijaya

**Diterima :** 19 April 2026

**Direview :** 2 Mei 2026

**Direvisi :** 10 Juni 2026

**Disetujui :** 12 Juni 2026

## Abstrak

**Latar Belakang** - Penelitian Humanistic Marketing dan S-D Logic masih didominasi konteks barat, sehingga kontribusi employment inklusif terhadap ekuitas merek pada UMKM di Asia Tenggara belum banyak dieksplorasi

**Tujuan** - Mengkaji bagaimana employment inklusif di Kopi Kamu Wijaya, sebuah kafe di Jakarta Selatan yang mempekerjakan barista Down Syndrome, menghasilkan consumer, based brand equity

**Desain/Methodologi/Pendekatan** - Studi kasus tunggal kualitatif dalam paradigma konstruktivitas. Data dikumpulkan dari enam informan melalui wawancara semi terstruktur, observasi non partisipan, dan analisis dokumen, kemudian dikode menggunakan Atlas.ti melalui analisis tematik enam fase

**Hasil dan Pembahasan** - Model Layered Humanistic Marketing muncul dalam tiga lapisan moral kepemimpinan, inclusive workforce dignity, dan consumer emotional resonance, di mana nilai-nilai moral mengalir dari pemilik kepada pelanggan dan membentuk value based loyalty. Budaya kolektivisme itu sendiri terbukti aktif dalam mempercepat proses ini.

**Kesimpulan** - Integrasikan disabilitas intelektual sebagai strategi merek yang nyata dan budaya kolektif sebagai katalis aktif untuk ekuitas merek dan pertumbuhan pemasaran humanistik di luar konteks Barat.

**Implikasi Penelitian** - Temuan ini membantu memperluas teori dalam konteks non-Barat dan memberikan panduan bagi UKM inklusif dan pembuat kebijakan di Asia Tenggara.

**Batasan Riset** - Desain studi kasus membatasi generalisasi temuan: Sebuah studi multi-sektor perbandingan disarankan untuk memvalidasi model yang diusulkan.

**Kata Kunci:** Pemasaran Kemanusiaan, Logika Dominan Layanan, Ekuitas Merek, Inklusi Disabilitas, UMKM Indonesia, Kopi Kamu Wijaya.

## INTRODUCTION

Marketing has evolved from mere transactions to relationships based on shared values. As consumers demand that brands explain their social behaviour, ideas such as marketing for good, human-centred business and purpose-driven branding are becoming popular. According to (Fauzi et al., 2010) economic activity is increasingly judged by its social impact and not just its financial performance. Younger consumers especially, value ethical alignment highly, prompting firms to embed social value into their core offering (Fauzi et al., 2010) report that economic activity is increasingly being evaluated by its social impact and not just financial performance. The Gen Z consumer today generally puts more value on ethics, this pushes companies to be able to focus on social value in its business practice. (Scartozzi et al., 2025). Social inclusion itself is now part of the

strategic narrative of the brand and not just a side note. (Wang et al., 2021).

Disability is often mentioned in corporate social responsibility reports, but not as a strategic asset that could enhance loyalty and reputation. (Morfaki & Morfaki, 2022) argue that disability is often mentioned in corporate social responsibility reports, rather than being considered a strategic asset that could enhance loyalty and reputation. Thus, the results show the mismatch between the rhetoric and the reality, where this inclusion practice itself is considered as a good thing rather than as a driver of brand value of a product or brand. Brand equity itself becomes a fundamental concept in marketing and is defined (Paschina, 2025) as the perception by consumers. Yet, empirical work that investigates brand equity through the lens of disability inclusion remains thin. The disability community has huge purchasing

power worldwide, but the traditional brand strategy tends to overlook it.

A second gap is geographic and cultural. Most inclusive marketing research sits in individualistic Western settings. Little of it asks how these dynamics behave in Southeast Asia, and in Indonesia in particular, where collectivist values may change how consumers read social signals (Hsu & Bui, 2022). In such markets the sincerity of inclusion is examined closely, but academic evidence stays limited. We argue that Indonesia's social and cultural fabric offers a useful vantage point for understanding inclusive branding.

The food and beverage sector, and the social café in particular, suits this question well. Service settings depend on high-touch contact, where the meeting between staff and customer carries the brand experience. Kopi Kamu Wijaya hires baristas with Down syndrome, making inclusion visible rather than abstract and inviting direct emotional and cognitive processing on the part of the customers. In such a context inclusion is not just a written policy but a felt brand attribute that builds trust at the point of service (Almutairi, 2025). The research was conducted at Kopi Kamu Wijaya, Jalan Wijaya I No. 62, Petogogan, Kebayoran Baru, South Jakarta. In December 2023, this became the first cafe in South Jakarta to have baristas with Down syndrome, in cooperation with the POTADS

foundation and training support from Rumah Ceria Down Syndrome. The initiative started with a family connection of the owner to Down syndrome and now has several baristas with the condition. The case offers rich primary material on labour inclusion, since persons with disabilities in Indonesia continue to face an employment rate well below the national average. Its commercial activity has since grown to recruit more persons with disabilities, showing a measurable social effect.

The case is in line with the logic of humanistic marketing where a firm aligns itself to human needs and dignity and not to profit alone (Rivera-Baiocchi, 2023). Other instances that are comparable are known. (Nadeem et al., 2021), describes inclusive hiring at a large Indian coffee-chain and illustrates how this can result in reputational and competitive gains. What remains unclear is the mechanism. How does inclusive employment build emotional attachment and loyalty, especially inside SMEs in a developing and collectivist economy? Prior work has mostly framed inclusive hiring as part of corporate social responsibility rather than as a route to brand equity (Karaosman et al., 2015).

Against this background, the study pursues one focused aim. It analyses how inclusive employment at Kopi Kamu Wijaya

shapes brand equity through humanistic marketing, and it traces the roles of moral leadership, inclusive work experience, and consumer emotional resonance in that process. The guiding question is direct. How is a humanistic marketing orientation rooted in moral leadership formed and put into daily practice, and how does it travel through the workforce to consumers to create value-based loyalty? The novelty lies in three contributions. The study supplies early empirical evidence of humanistic marketing inside a Southeast Asian SME, it reframes intellectual disability inclusion as a measurable brand strategy rather than a charitable gesture, and it positions collectivist culture as an active force in brand equity formation.

## **LITERATUR REVIEW**

This study rests on two foundational lenses and one supporting mechanism. Humanistic marketing and Service-Dominant Logic form the foundation. They explain why a firm would centre human dignity and how value is co-created in service encounters. Signalling theory then works as the supporting mechanism. It explains how customers read inclusive employment as a moral signal and how that reading turns into trust and loyalty. Brand equity is the outcome we observe, and collectivist culture is the context that

strengthens the whole process. We set out each element below and connect them rather than list them separately.

### ***Humanistic Marketing and Service-Dominant Logic as the Core Lens***

Humanistic marketing is a reminder that people are more than just consumers and should be treated with dignity, compassion, and a sense of belonging (Rivera-Baiocchi, 2023). In this respect, consumers are regarded as active agents endowed with the moral freedom of choice, rather than passive objects to be exploited for business purposes (Nadeem et al., 2021). The idea is supported further by the perspective of service-dominant logic, which asserts that the value of a service exchange, which is also a social exchange, is inseparable from the well-being of the recipient (Nguyen & Menezes, 2025). In other words, the value of a service is not measured in terms of efficiency or profitability, but in terms of how much it really touches and improves a person's life. Furthermore, (Sanchez-Famoso et al., 2023). The two lenses fit together. Humanistic marketing supplies the moral orientation, and S-D Logic supplies the account of where and how value is created.

The best intentions don't always lead to action. As (Fernandes et al., 2024) suggest, there is still a gap between ethical ideals and actual behavior, but successful firms that

actually close this gap tend to have closer customer relationships. Customers have a hard time getting used to the artificial terkesan concern. As (Xue & Mattila, 2024). specify, only those companies that really care about people's well-being, not only package it as an image, can create long-lasting loyalty.

### **Inclusive Employment as a Competitive Asset**

Inclusive employment, and the hiring of persons with disabilities in particular, has long sat inside social policy or charitable corporate social responsibility. Recent work argues for a strategic rethink. (Blanck, 2020) reframes inclusion as an economic skill, not a duty of charity. From a resource-based view, having a workforce with people with disabilities can develop an innovation culture and bring perspectives that are difficult for competitors to imitate (Schloemer-Jarvis et al., 2022). Service delivery and community ties can encompass small businesses Bureaucratic inclusion programs are often a struggle for multinational corporations. When done well, inclusion moves from being a cost centre to an asset that enhances brand distinction in a crowded market (Lee & Wu, 2025).

### **Brand Equity and the Signalling Mechanism**

Brand equity is the value that consumers place on a brand . It is derived from

awareness , perceived quality,associations and loyalty (Arunachalam et al., 2024). That definition is widening. (Cornwell et al., 2023) contribute to the ethical and emotional aspects, indicating that a brand's social position has become a significant component of its equity. That is what signalling theory shows in practice. his form of commitment carries more weight than any branding strategy in markets where information is inconsistent and confidence is hard to come by (Fernandes et al., 2024). For customers, hiring people with disabilities is not merely a staffing decision, it is a statement of integrity. That reading supports advocacy based on values, where loyalty is based on shared identity and moral support, not just transactions.

This process is all about emotion in high-touch service. Thus, consumer emotion is a key factor that influences brand loyalty, and emotional bonds enhance consumers' attachment and commitment to brands (Awasthi et al., 2024). In food and beverage settings the physical encounter between staff and customer is the main stage for brand experience. When a customer is served by a barista with a visible disability such as Down syndrome, the moment triggers a layered response. The customer receives service and, at the same time, sees their own humanistic values affirmed. This produces warmth and a

sense of moral elevation that ordinary marketing cannot manufacture. We expect this resonance to be stronger in collectivist cultures, where social harmony and care for one's community members are lived values (Yeo et al., 2025).

### ***Research Proposals and Context Gaps***

But even with a developed theory on brand equity and an increasing practice of inclusion, there are still clear gaps. Many studies treat disability inclusion and brand equity as distinct fields of study or limit inclusion to CSR reporting and do not explore its effect on consumer psychology (Almutairi, 2025). There are four gaps. The first is a cultural one. Most of the inclusive marketing theory is based on the Western individualistic society, while evidence from the collectivist society of Indonesia is scarce (Indarti, 2025). The second is strategic. The literature has not fully framed inclusion as a core driver of brand equity rather than a peripheral CSR activity. The third concerns emotional mechanism. We have relatively little insight into the specific emotional pathways, such as empathy and moral elevation, that customers experience during service with staff who have disabilities (Liao et al., 2025). The fourth is empirical. A gap exists in the lack of case studies of inclusive SME's in emerging markets in terms of practical framework (Tuli et al., 2025).

This research assumes that inclusive work, practiced through humanistic marketing, produces meaningful service experiences. Such experiences foster value co-creation and brand perception following S-D Logic. Signalling theory adds that inclusive practice is read as a moral signal tied to credibility and integrity. Brand equity then forms as a tiered process. It begins with organisational moral leadership, becomes real through inclusive work experience, and culminates in consumer emotional resonance that strengthens loyalty. From this reasoning we draw four propositions.

**P1.** Through inclusive work, humanistic marketing practice builds customer experiences that reflect the firm's moral values.

**P2.** Inclusive employment is perceived by customers as a moral signal which increases trust in the brand.

**P3.** An emotionally resonant inclusive service experience generates loyalty through empathy, trust and brand advocacy.

**P4.** In a collectivist culture, inclusive service strengthens the consumer-based brand equity process.

### ***Conceptual Framework***

The framework in Figure 1 sets out a three-layer model. It shows how a moral decision at the leadership level travels outward and ends

in customer loyalty and brand equity. We describe the layers narratively here, since the relationships among them, and not the boxes alone, carry the argument.

In the first layer, moral leadership, the owner and manager embed a humanistic orientation that puts dignity, community, and purpose ahead of profit alone. The choice to employ baristas with Down syndrome is the concrete expression of that orientation. A coffee industry expert validates the choice as a credible market signal, which links the layer to signalling theory. In the second layer, inclusive workforce dignity, that value is absorbed by two groups of staff. Baristas with Down syndrome say they feel valued, proud

and capable, a reflection of the dignity of work. Non-disabled baristas come to see themselves as contributors to the brand and act as internal moral agents. The inclusive culture becomes the human face of the brand at every service touchpoint. In the third layer, consumer resonance, customers who interact with an inclusive barista feel warmth, empathy, and a sense of moral elevation. In a collectivist setting these feelings turn into repeat visits, word-of-mouth recommendation, and value-based advocacy. Value therefore flows in one direction across the layers, from leader to staff to customer, in what we call a rain of moral value.

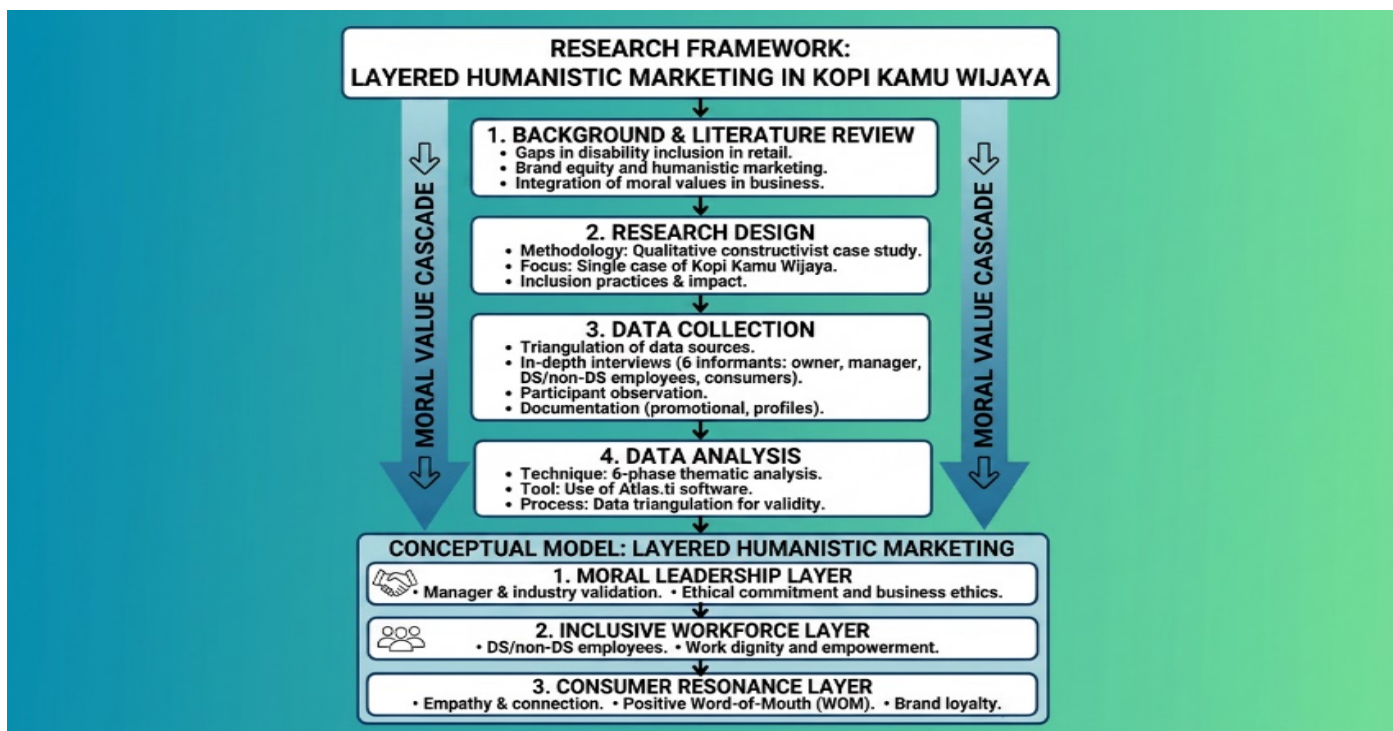


Figure 1. Research framework: the Layered Humanistic Marketing model

## RESEARCH METHODS

### *Research Design*

The study used a qualitative single-case design within a constructivist paradigm. This approach suits the aim, which is to study a complex social phenomenon, namely the formation of brand equity through the lived experience of stakeholders in an inclusive workplace (Priya, 2021). The case study method allows a deep and holistic reading of Kopi Kamu Wijaya as a critical case at the meeting point of disability inclusion and service marketing in Indonesia.

### *Case Context and Informants*

The site is Kopi Kamu Wijaya in South Jakarta, an early mover in the Indonesian food and beverage sector in employing persons with Down syndrome as front-line baristas. Informants were chosen by purposive sampling so that each had direct experience and strategic relevance to the phenomenon. Three groups were targeted. The first was the owner and manager responsible for the inclusion strategy. The second was baristas, both with and without Down syndrome, who deliver the service. The third was regular customers who had repeatedly interacted with inclusive staff. Snowball sampling then identified further customers within the café's social network who could give rich accounts of their

emotional involvement with the brand (Priya, 2021). The final sample comprised six informants, namely one operational manager (MO), one barista with Down syndrome (BR2), one non-disabled barista (BR1), two regular customers (PG1 and PG2), and one coffee industry expert (EP).

### *Justification of Sample Size*

Qualitative rigour rests on information power and data saturation rather than statistical representation (Malterud et al., 2016). Sample adequacy depends on a focused aim, a specific sample, the use of theory, the quality of dialogue, and the analysis strategy. When information power is high, a small sample suffices, and a single rich case can still be highly informative and publishable (Boddy, 2016). Several conditions support adequacy here. The aim is narrow, the case is a single homogeneous site, and the informants were selected for direct relevance (Campbell et al., 2020). Evidence on saturation also supports the choice. Most core themes and codes usually emerge in the first few interviews and an initial saturation check is possible after about six interviews ((Guest et al., 2020; Hennink & Kaiser, 2022). Data collection stopped when further interviews produced no substantively new themes. Systematic review work further cautions against labelling small samples as insufficient by number alone, since adequacy should be judged on data

quality (Vasileiou et al., 2018). For this single-case design, six in-depth interviews together with observation and document analysis were enough to capture the main structure of the phenomenon.

### ***Data Collection***

Data were collected through triangulation across three methods to secure ecological validity. First, semi-structured in-depth interviews were held with the selected informants. The protocol explored trust, emotional attachment, and perceived brand value. Interviews were between 15 and 45 minutes in duration depending on the informant and were audiorecorded with consent. Secondly, non-participant observation was conducted during peak and off-peak times. The researcher observed service encounters between Down syndrome baristas and customers, paying close attention to non-verbal cues and emotional exchanges that could have been lost in interviews. Third, document analysis was used for the brand's marketing material and social media to see how the inclusion narrative is communicated to the public.

Because the study involved vulnerable participants, in particular baristas with Down syndrome, it followed strict ethical protocols. Informed consent was obtained from every participant. For baristas with Down syndrome, a simplified consent form was

used, and the process was supported by a trusted guardian or supervisor to ensure complete understanding of the study's purpose. Anonymity and confidentiality were preserved through pseudonyms and informant codes throughout the reporting of findings.

### ***Data Analysis***

The data were analysed in Atlas.ti using the six-phase thematic framework of (De Paoli, 2024). Familiarisation began the process, and involved transcribing the interviews verbatim and reading them closely. Initial coding was then used to identify semantic and latent meaning related to humanistic marketing and brand equity. The codes were grouped into candidate themes, which were then reviewed and refined to reflect the dataset accurately. Finally, the themes were defined and named to build a coherent account that links disability inclusion to the dimensions of brand equity. Table 1 presents the coding scheme with representative verbatim evidence and the interpretation attached to each code. Interviews were conducted in Bahasa Indonesia. Quotations are reported in the original language with an English translation in brackets.

### ***Trustworthiness***

The study applied the trustworthiness criteria of Guba and Lincoln as set out by (Enworo,



2023). Credibility was strengthened through source triangulation, cross-checking interview, observation, and document data. Transferability was addressed through a thick description of the case context and cultural setting, so that other researchers can judge

the fit of the findings to similar contexts. Confirmability was maintained through a reflective journal, where the researcher recorded personal bias and the reasoning behind interpretive decisions.

Table 1. Thematic coding scheme with representative verbatim evidence

Theme / Code	Representative verbatim quote (Bahasa Indonesia, with English translation)	Interpretation
<b>Theme 1. Humanistic Marketing Orientation (Operational Manager, MO)</b>		
Beyond-profit orientation	<p>“Saat itu Pak Rocky panitia di Pondok Indah, kegiatan Eco Living Festival. Salah satu booth yang disponsori adalah booth POTADS, di mana mereka jualan kopi yang dibuat oleh barista penyandang Down syndrome. Dari situ dia ketemu, tanya-tanya kenapa nggak di cafe seperti di sini, akhirnya langsung diajak (MO).”</p> <p>[At the Eco Living Festival in Pondok Indah, Pak Rocky was on the committee. One sponsored booth was the POTADS booth, where they sold coffee made by baristas with Down syndrome. That is where he met them, asked why not place them in a café like this one, and invited them in.]</p>	The hiring decision started from an organic encounter and a moral question about empowerment, not from a profit calculation. This reflects a beyond-profit orientation.
Community impact vision	<p>“Kebanyakan setelah kita dikenal jadi tempat anak Down syndrome berdaya, banyak yang punya relasi dengan adik atau anak Down syndrome. Mereka datang untuk melihat, apakah anak mereka bisa seperti ini, apakah bisa berdaya juga (MO).”</p> <p>[Once we became known as a place where young people with Down syndrome can thrive, families with a child or sibling with Down syndrome came to see whether their own child could be like this, whether they too could be empowered.]</p>	The cafe became a space of social hope for families, which shows a community impact vision beyond ordinary business.
Dignity-centred values	<p>“Di POTADS ada beberapa kursus untuk anak Down syndrome untuk</p>	Selection prepares the person and respects competence rather than

Theme / Code	Representative verbatim quote (Bahasa Indonesia, with English translation)	Interpretation
Purpose-driven branding	<p><i>mengembangkan skill mereka. Mereka yang melihat kalau skill-nya sudah cukup stabil, lalu disalurkan ke kita, ke Kopi Kamu (MO)."</i></p> <p><i>[POTADS runs courses for young people with Down syndrome to develop their skills. When they judge that a person's skills are stable enough, they channel them to us, to Kopi Kamu.]</i></p> <p><i>"Pasti kita mau ekspansi. Kita sudah berencana, ada cabang di Jogja, mungkin bulan depan, bekerja sama dengan POTADS Jogja. Lokasinya dekat hotel kita, jadi nanti tidak hanya di kafe tapi juga beberapa bagian di hotel seperti housekeeping (MO)."</i></p> <p><i>[We definitely want to expand. We plan a branch in Yogyakarta, perhaps next month, with POTADS Yogyakarta. It sits near our hotel, so the roles may later extend beyond the café into parts of the hotel such as housekeeping.]</i></p>	<p>seeking cheap labour, which signals respect for dignity.</p> <p>Expansion keeps inclusion at the core of the business, which marks inclusion as a long-term brand purpose rather than a temporary programme.</p>
<b>Theme 2. Employee Empowerment and Work Dignity, Non-Disability (Barista, BR1)</b>		
Meaningful work experience	<p><i>Mereka kalau buat minuman itu lama, dari situ kita belajar caranya sabar. Banyak pelajaran yang bisa didapat dari mereka (BR1)."</i></p> <p><i>[They take longer to make a drink, and from that we learn how to be patient. There is a lot we can learn from them.]</i></p>	<p>Daily contact with colleagues who have Down syndrome produces character growth and emotional learning not found in a conventional workplace.</p>
Contributing to the brand	<p><i>"Tadinya aku mau kerja di agensi, cuma sudah nyaman di Kopi Kamu. Mendingan kerja di sini, lebih nyaman sama mereka. Walaupun gajinya besar di agensi, kalau kita nggak nyaman ya gimana kan (BR1)."</i></p> <p><i>[I had planned to work at an agency, but I feel comfortable at Kopi Kamu. I would rather work here, more at ease with them. The pay there may be higher, but if we are not comfortable...]</i></p>	<p>Giving up better pay for comfort and social contribution shows the employee reads the work as part of an inclusive brand identity.</p>
Positive view of inclusion policy	<p><i>"Kopi Kamu nggak memandang fisik. Kopi Kamu bikin kita semangat, mulai dari grooming dan kita dibeliin skincare, jadi nggak usah beli lagi (BR1)."</i></p> <p><i>[Kopi Kamu does not judge by</i></p>	<p>Perceived non-discrimination and organisational care reinforce the inclusive culture as a brand trait.</p>

Theme / Code	Representative verbatim quote (Bahasa Indonesia, with English translation)	Interpretation
	<i>appearance. It keeps us motivated, even with grooming. They buy us skincare, so we do not have to buy our own.]</i>	
<b>Theme 3. Employee Empowerment and Work Dignity, Disability (Barista, BR2)</b>		
Feeling happy at work	<i>“Happy (BR2, in response to: are you happy working here?).”</i> [Happy.]	The spontaneous, direct answer signals authentic positive affect toward the workplace.
Feeling proud	<i>“Bangga sih pasti (BR2, in response to: are you proud to work here?).”</i> [Of course I am proud.]	Repeated expressions of pride indicate an internalised professional identity as a barista, in line with the dignity of work.
Positive interaction with customers	<i>“Perasaannya senang (BR2, in response to: how do you feel interacting with customers?).”</i> [I feel happy.]	Positive sentiment from customer interaction reflects successful social and emotional training and warm service.
Feeling valued and respected	<i>“Teman-teman di sini baik, aku nyaman (BR2, in response to: how do colleagues work with you?).”</i> [My colleagues here are kind, I feel comfortable.]	A positive view of co-workers shows an inclusive and supportive environment where the barista feels accepted.
<b>Theme 4. Strategic Industry Validation (Coffee Industry Expert, EP)</b>		
Industry relevance	<i>“Konsep pemberdayaan disabilitas ini sangat baik, selama dilakukan dalam konteks pemberdayaan, bukan sekadar menjadikan mereka objek atau alat marketing semata (EP).”</i> [This concept of empowering persons with disabilities is very good, as long as it is genuine empowerment and not merely turning them into objects or marketing tools.]	External validation insists that authentic inclusion must raise real competence, which lends credibility in line with signalling theory.
Market differentiation	<i>“Nilai tambahnya fungsi sosial sekaligus ekonomi. Kedai ini bukan hanya tempat jual minuman, tapi sarana pemberdayaan. Teman-teman disabilitas diberi ruang untuk bekerja, meningkatkan kompetensi, dan mandiri secara ekonomi (EP).”</i> [The added value is both social and economic. This café is not only a place to sell drinks but a means of empowerment. Persons with disabilities are given room to work, build competence, and become economically independent.]	The expert names a dual value proposition, social and economic, as the source of competitive differentiation.
Reputation	<i>“Konsep ini sangat baik selama dengan</i>	Concern for lasting social impact

Theme / Code	Representative verbatim quote (Bahasa Indonesia, with English translation)	Interpretation
and sustainable positioning	<p><i>niat pemberdayaan, bukan eksploitasi. Harapannya suatu hari mereka tidak hanya bisa menolong diri sendiri, tetapi juga menolong orang lain (EP)."</i></p> <p><i>[This concept is very good as long as it is empowerment and not exploitation. The hope is that one day they can not only help themselves but also help others.]</i></p>	strengthens the café's reputation and a long-term, value-based market position.
Theme 5. Emotional Response and Brand Loyalty (Customers, PG1 and PG2)		
Emotional warmth	<p><i>"Pas pertama kali saya sampai, saya disambut barista Down syndrome-nya. Dia menyambut sambil senyum hangat, jadi bikin saya sedikit terharu (PG1)."</i></p> <p><i>[The first time I arrived, a barista with Down syndrome welcomed me with a warm smile, and it left me a little moved.]</i></p>	The warm welcome creates a memorable emotional moment from the first contact, a service touchpoint that is hard to replicate.
Empathy	<p><i>"Melihat barista Down syndrome di sini saya terharu dengan semangat dan dukungan kuat yang diberikan ke anak-anak istimewa seperti mereka (PG2)."</i></p> <p><i>[Seeing the baristas with Down syndrome here, I was moved by the spirit and the strong support given to special young people like them.]</i></p>	An empathic response, strongest among customers with a personal family link, shows a deep and personal resonance.
Feeling inspired	<p><i>"Dengan pengalaman berkunjung dan melihat anak Down syndrome yang berdaya di sini, saya membayangkan adik saya nanti juga bisa berdaya dan mandiri (PG2)."</i></p> <p><i>[After visiting and seeing the young people with Down syndrome thriving here, I imagined my own younger sibling could one day be just as capable and independent.]</i></p>	Direct experience inspires the customer to project the same hope onto a sibling, evidence of moral elevation.
Trust in the brand	<p><i>"Melihat ada karyawan Down syndrome yang benar-benar bekerja efektif bikin saya yakin sama Kopi Kamu. Pasti mereka dilatih baik dan didukung lingkungan yang suportif (PG1)."</i></p> <p><i>[Seeing employees with Down syndrome who genuinely work effectively makes me trust Kopi Kamu. They must be well trained and supported by a caring environment.]</i></p>	Trust forms through visible evidence of competence, which confirms that an authentic inclusion signal raises brand trust.
Word-of-	<p><i>"Saya benar-benar merekomendasikan</i></p>	Advocacy is driven by social value

Theme / Code	Representative verbatim quote (Bahasa Indonesia, with English translation)	Interpretation
mouth advocacy	<i>kafe ini ke teman-teman. Setelah saya cerita, mereka jadi ingin ke sini juga, ingin merasakan interaksi langsung dengan teman-teman Down syndrome (PG1)."</i> <i>[I genuinely recommend this café to my friends. After I told them, they wanted to come too, to experience the interaction with the friends with Down syndrome.]</i>	rather than product satisfaction alone, the mark of value-based, morally grounded loyalty.
Repeat-visit intention	<i>"Interaksi hangat dan suasana yang berbeda di sini yang bikin saya ingin terus kembali (PG2)."</i> <i>[The warm interaction and the different atmosphere here are what make me want to keep coming back.]</i>	The main reason to return is the warm interaction, which makes the café's inclusion the main attraction.

Source: data processed by the researchers (2026). MO = operational manager; BR1 = non-disabled barista; BR2 = barista with Down syndrome; EP = coffee industry expert; PG1 and PG2 = regular customers.

	MO Gr=12	BR1 Gr=17	BR2 Gr=7	PG1 Gr=19	EP Gr=6	PG2 Gr=9	Totals
Emotional Response and Brand Loyalty Gr=28; GS=7	0	0	0	19	0	9	28
Employee Empowerment and Work Dignity (dissability) Gr=12; GS=6	0	5	7	0	0	0	12
Employee Empowerment and Work Dignity (non dissability) Gr=18; GS=3	0	17	1	0	0	0	18
Humanistic Marketing Orientation Gr=12; GS=5	12	0	0	0	0	0	12
Strategic Industry Validation Gr=6; GS=4	0	0	0	0	6	0	6
Totals	12	22	8	19	6	9	76

Figure 2. Code-document frequency matrix (Atlas.ti, 2024)

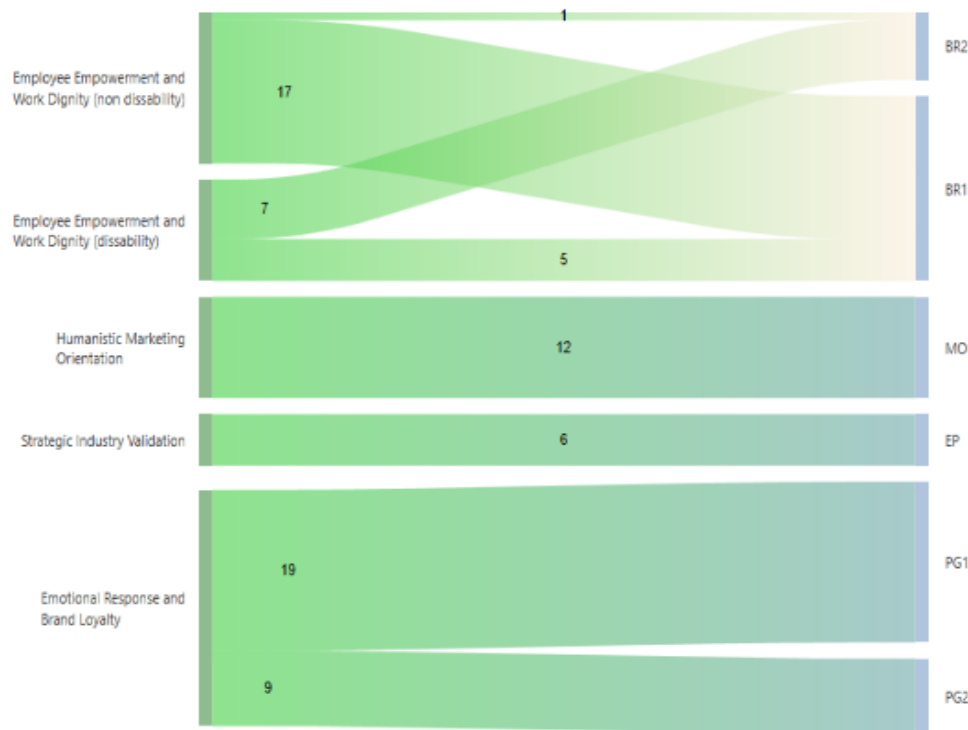


Figure 3. Sankey diagram of value flow across stakeholder layers (Atlas.ti, 2024)

Table 2. Summary of Atlas.ti themes and codes

No.	Theme	Codes
1	Humanistic Marketing Orientation	Beyond-profit orientation; community impact vision; dignity-centred values; purpose-driven branding
2	Employee Empowerment and Work Dignity (Disability)	Feeling happy at work; feeling proud; feeling valued and respected; positive interaction with customers
3	Employee Empowerment and Work Dignity (Non-Disability)	Meaningful work experience; contributing to the brand; positive view of the inclusion policy
4	Strategic Industry Validation	Industry relevance; market differentiation; reputation value; sustainable positioning
5	Emotional Response and Brand Loyalty	Emotional warmth; empathy; feeling inspired; trust in the brand; word-of-mouth advocacy; repeat-visit intention

## IMPLICATIONS

Theoretically, the study extends humanistic marketing beyond Western settings and into emerging SMEs. The rain of moral value adds a

layer to S-D Logic because value creation begins before the service encounter in the moral choices of the leader (Jaakkola et al., 2024). The findings also qualify the idea that

consumer-based brand equity is universal, because in a collectivist culture equity forms through communal resonance rather than individual judgement alone.

For practice, the message to SME owners is direct. Employing persons with intellectual disability is a strategic decision, not charity. It yields three returns at once, namely dignity for disabled staff, the moral transformation of other staff into brand agents, and value-based customer loyalty that is hard to imitate. Owners should communicate and model the humanistic orientation from the top, consistently and openly.

For policy, the results give governments and industry associations in Southeast Asia a basis to design inclusive SME support that combines public recognition and validation by industry figures with financial incentives. Mentoring and expert endorsement are likely to be more effective than bureaucratic certification, since brand legitimacy in this region rests on trusted external figures.

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## LIMITATION

The study is bound to one inclusive business in Jakarta and uses a small set of informants, so its findings cannot be generalised statistically to all inclusive businesses in Indonesia. Its strength lies in the depth of the data and in triangulation across management, staff, customers, and an industry expert. Future work could test the Layered Humanistic Marketing model across more cases and sectors, or combine it with quantitative measures of brand equity to assess its research.

## ACKNOWLEDGEMENT

We thank the management and staff of Kopi Kamu Wijaya, Jakarta, for taking part in the interviews and observations. We are also grateful to the loyal customers and the coffee industry expert who provided their perspectives. We appreciate the guidance throughout the research.



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