J. of the Acad. Mark. Sci. (2017) 45:294–311
DOI 10.1007/s11747-016-0485-6

CONCEPTUAL/THEORETICAL PAPER

Customer engagement: the construct, antecedents, and consequences

Anita Pansari[1] · **V. Kumar**[1]

Received: 19 January 2016 / Accepted: 12 May 2016 / Published online: 11 June 2016

Abstract In this study, we highlight the need and develop a framework for customer engagement (CE) by reviewing the marketing literature and analyzing popular press articles. By understanding the evolution of customer management, we develop the theory of engagement, arguing that when a relationship is satisfying and has emotional connectedness, the partners become engaged in their concern for each other. As a result, the components of customer engagement include both the direct and the indirect contributions of CE. Based on the theoretical support, our proposed framework elaborates on the components of CE as well as the antecedents (satisfaction and emotion) and consequences (tangible and intangible outcomes) of CE. We also discuss how convenience, nature of the firm (B2B vs. B2C), type of industry (service vs. product), value of the brand (high vs. low), and level of involvement (high vs. low) moderate the link between satisfaction and direct contribution, and between emotions and indirect contribution of CE, respectively. Further, we show how customer engagement can be gained and how firm performance can be maximized by discussing relevant strategies.

Keywords Engagement theory · Customer engagement · Emotions · Satisfaction · Tangible and intangible performance

V. Kumar (VK) is the Regents Professor, Richard and Susan Lenny Distinguished Chair, & Professor in Marketing, and Executive Director of the Center for Excellence in Brand and Customer Management, and the Director of the PhD Program in Marketing at the J. Mack Robinson College of Business, Georgia State University in Atlanta; the Chang Jiang Scholar at Huazhong University of Science and Technology in Wuhan, China; the Lee Kong Chian Fellow at Singapore Management University in Singapore; and the ISB Senior Fellow, Indian School of Business, India.
Anita Pansari is a doctoral student at the Center for Excellence in Brand and Customer Management, Department of Marketing, J. Mack Robinson College of Business, Georgia State University

Mark Houston served as Area Editor for this article.

✉ V. Kumar
vk@gsu.edu

Anita Pansari
apansari1@gsu.edu

[1] Center for Excellence in Brand and Customer Management, J. Mack Robinson College of Business, Georgia State University, 3348 Peachtree Rd, NE, Suite 204, Atlanta, GA 30326, USA

Managing customers has evolved over the years, and this is evident from the metrics used in the different phases of marketing focus (see Fig. 1). Until the 1990s, marketing was focused on customer transactions. The yardsticks used to measure the impact of these transactions on firm profitability were past customer value, share-of-wallet, and recency, frequency, and monetary value. The goals of organizations evolved with time, and this transaction-based perspective slowly evolved into relationship marketing (Morgan and Hunt 1994; Berry 1995) in the late 1990s and the early 2000s, where the core objective of firms was to establish positive relationships with customers and ensure customer satisfaction and loyalty via better products and services. Further, there is a detailed discussion in the literature of that era (Homburg and Geirging 2001; Shankar et al. 2003) on the link between customer satisfaction, loyalty, and profitability. There have also been discussions on understanding how long a customer will stay with a firm in a profitable manner by understanding the lifetime value of the customer (Kumar 2008). However, both managers and academicians understand that over the course of time, it is not enough to simply satisfy the customer to make him/her loyal and profitable. Profitable loyalty and satisfaction need to be evolved to a higher level, a level of desired differentiation and of sustainable competitive advantage. Therefore, the goal of organizations evolved from relationship marketing to engaging customers in all possible ways. This led to the rise of the term "engagement" among marketing academia and practitioners, as shown in Fig. 1.

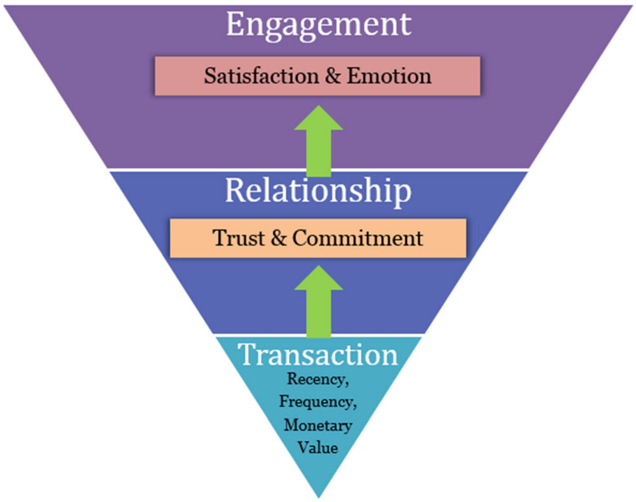

Fig. 1 The evolution of customer management

Engagement has been discussed with different meanings in various contexts. In the business world, engagement has been termed as a contract. In management literature, it has been discussed as an organizational activity with the internal stakeholders. In marketing, engagement has been discussed as an activity of the customer toward the firm and is termed as customer engagement (CE) (Kumar et al. 2010; Brodie et al. 2011; Vivek et al. 2012). We suggest that when a relationship is satisfied and has emotional bonding, it then progresses to the stage of "engagement."

Companies continuously attempt to engage their customers in various ways. Some companies that have been successful are Dove and Coca-Cola. As of this writing, Dove's "real beauty sketches" is the most viral advertisement with 114 million total views (Kolowich 2015). Experts note that the video has reached the status of the most shared because of the "contents of the video, which elicited the intense emotional responses of 'warmth, 'happiness' and 'knowledge' from its target demographic — one of the key factors behind a video's sharing success." Similarly, Coca-Cola's campaigns across the world have always been aimed at striking an emotional chord among customers and have been the center of many conversations among customers for their creative and emotional content. Coca-Cola's "Hello Happiness" campaign in Dubai ensured that the customers were buying their product (to get the cap) and also becoming emotionally connected with the brand.

Brands like Dove and Coca-Cola have gone the extra mile to create brand-related conversations and engage their customers in every possible manner. Firms have been slowly shifting their focus from the objective of "selling" to "emotionally connecting" with their customers with the hope of generating sales and ultimately ensuring a lifetime of profitable loyalty. In other words, a firm's focus is shifting to personalizing interactions, delighting its audience, and understanding customers' unique challenges to make their lives better and involving them as spokespersons of the firm. These examples highlight how firms are engaging their customers across the world.

Customer engagement (CE) has been discussed in marketing in the recent past (Brodie et al. 2011; Vivek et al. 2012; Kumar et al. 2010) as an outcome measure of the firm's activities. Similarly, academicians and practitioners have been discussing a few other customer-centric measures such as customer satisfaction, customer involvement, customer loyalty, customer trust, customer satisfaction, customer commitment, and customer brand value to evaluate the effectiveness of the firm's marketing activities. We provide a clear distinction of these variables with CE and also highlight their relationship with CE in Table 1.

Table 1 provides the definition of the constructs, the measurements used, and how each is different from customer engagement. For example, customer involvement is a metric that evaluates "the level of relevance, excitement, value, appeal, wants and benefits" (Zaichowsky 1985). It has been used to categorize products based on the customer's level of involvement. It indicates the customer's level of motivation to seek information that may be used to manage and moderate any potential risk inherent in the decision-making process (Delgado-Ballester and Munuera-Aleman 2001), while CE has been conceptualized as the different activities of the customer that affect a firm's performance (Kumar et al. 2010). These activities include customer purchases, incentivized referrals that the customer provides, the customer's social media conversations about the brand, and the feedback/suggestions of the customer to the firm for better performance.

In the literature on CE, Kumar et al.'s (2010) definition and conceptualization differs from Vivek et al. (2012), who look at the intensity of customer participation with the firm, and that of Brodie et al. (2011), who note that customer engagement is a psychological state that occurs under a specific context. However, all of these studies show that CE is a multidimensional concept. A few studies argue that CE is influenced by various marketing activities and CE itself can influence firm performance. All the various definitions help us understand that there is a difference in defining and conceptualizing CE. Therefore, in this paper, we attempt to provide a holistic definition that encompasses all customer activities. We define CE as *the mechanics of a customer's value addition to the firm, either through direct or/and indirect contribution*. This is consistent with the definition of Kumar et al. (2010), where direct contributions consist of customer purchases, and indirect contributions consist of incentivized referrals that the customer provides, the social media conversations customers have about the brand, and the customer feedback/suggestions to the firm.

Recently, Kumar and Pansari (2015) not only provided a conceptual framework for engagement but also offered an empirical test of the effect of engagement on performance.

Table 1 Constructs related to customer engagement

Related Constructs	Definition	Operational definition	Relationship to customer engagement (CE)	Other comments
Customer involvement	A person's perceived relevance of the object based on inherent needs, values, and interests (Zaichowsky 1985, p 342)	Zaichowsky (1985) provides a 20-item scale. Some of the items of the scale reflect the importance, relevance, value, excitement, appeal, want, and benefits of the product. These items are measured as a 7-point semantic differential scale. The reliability of this scale exceeds 0.90. Other scales to measure involvement are Putrevu and Lord (1994); Kim and Lord (1991).	Involvement is viewed as motivating the customer to seek information that may be used to manage and moderate any potential risk inherent in the decision-making process (Delgado-Ballester and Munuera-Aleman 2001). This would occur before the customer makes a purchase. CE includes the customer purchases and other indirect effects.	The search process would also help customers set expectations for the product/service, which would affect the relationship between the level of satisfaction, emotion, and the actions. Therefore, the level of involvement would moderate the relationship between emotions, satisfaction, and CE.
Customer experience	It is holistic in nature and involves the customer's cognitive, affective, emotional, social and physical responses to the entity, product and service (adapted from Verhoef et al. 2009).	Gentile (2007) identifies 6 factors for CE – sensorial, emotional, cognitive, pragmatic, lifestyle, and relational – measured these with a four-point scale. Other scales measuring experience are Olson et al. (1995); Froehle and Roth (2004); Klaus and Maklan (2011).	Customer experience is a cognitive measure that is an outcome of the firm's actions and may not include the actions of the customer toward the firm. However, CE is a measure of the customers' actions toward the firm.	Customer experience can be at various levels and for various marketing activities like experience with the promotion, price, location, merchandise, etc.
Customer satisfaction	A judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over fulfillment (Oliver 1997, p. 13).	Bruner et al. (2001) suggest a generalized set of 12-item scales measuring various aspects of the purchase and use of the product and service with a high average reliability of over 0.9. Other scales to measure satisfaction are Spreng and Mackory (1996); Spreng et al. (1996).	If a customer is satisfied with a product or service then he may buy the product/service again. However, if the customer is engaged with the firm, he would go beyond purchases and provide referral, talk about the brand on social media, and provide feedback to the company, all of which are components of CE	Customer satisfaction has been linked to firm profits and shareholder value.
Customer loyalty	A favorable attitude toward a brand resulting in consistent purchase of the brand over time (Assael, 1992).	Mittal (1994) provides a 3-item scale measuring consumers preference to a few brands and limiting their purchases to the same. It is measured using a 5-point Likert scale and the reliability of this scale is 0.76. Other scales for measuring customer loyalty are Bettencourt (1997) and Zeithaml et al. (1996).	Loyalty measures only repeated purchase transactions of the customer and focuses only on the revenue of the firm. CE focusses on four different behaviors of customer (purchases, referrals, influence, and feedback). Further, CE goes beyond the revenue of the firm and looks at overall firm profits.	The loyalty of the customer could be toward the brand, the product or the employee of the company. Loyalty can be either attitudinal or/and behavioral.
Customer trust	Willingness to rely on an exchange partner in whom one has confidence (Moorman et al. (1993), p. 82).	Garbarino and Johnson (1999) develop a scale for consumer trust which measures confidence in quality and reliability, perceptions of risk and variability. They use a 5-point Likert scale to measure the items.	Trust is the breadth of the attitude toward the brand, which is embedded in CE in the form of enhanced purchases, referrals, and word-of-mouth.	Trust is one of the two components of the relationship marketing framework.
Customer commitment	An enduring desire to maintain a valued relationship (Moorman et al. 1992, p. 316).	Garbarino and Johnson (1999) develop a scale for commitment which captures the identification with the company, psychological attachment, concern with long-term welfare, and loyalty. They use a 5-point Likert scale to measure the items.	Commitment is the depth of the attitude toward a brand, which is embedded in the CE framework in the form of spending more resources (time and money).	Commitment is one of the two components of the relationship marketing framework.
Customer brand value	The differential effect of a customer's brand knowledge, brand attitude, brand purchase intention, and brand behavior on his or her response to the marketing of a brand (Kumar et al. 2015).	Kumar (2013) provide a scale that reflects brand awareness, image, trust, affect, loyalty, advocacy, purchase intention, and price premium. Each of these measures is measured on a 1–10 scale. The reliability of the scale items exceeded over 0.80 (Kumar et al. 2015).	Customer brand value offers a quantitative view of the customer perceptions of the brand. It interacts with the components of CE to develop a good customer–firm relationship.	Customer-based brand equity is the summation of the customer's individual brand value.

Their engagement construct included both customer engagement and employee engagement. Although their study highlighted linking engagement to performance, it did not discuss how engagement can be formed or initiated by the firm toward the customer. It is important to understand both the antecedents and consequences of customer engagement to enable firms to improve their strategies by focusing on the complete process of engaging customers.

The psychology literature suggests that engaged partners experience a more satisfied relationship and a strong emotional connectedness (Kitayama et al. 2000). We adapt this concept to understand how firms can engage their customers. Therefore, in this study, we develop a conceptual framework of customer engagement with the help of the academic literature and popular press. Our framework focusses on the process of customer engagement, by first showing how customer engagement can be gained, and then linking the direct and indirect contributions of CE on both tangible and intangible firm performance outcomes. In the framework, we also study the various factors moderating the link between satisfaction and the direct contribution of customers as well as between emotions and the indirect contribution of customers. The moderators are convenience, nature of the firm (B2B vs. B2C), type of industry (service vs. product), value of the brand (high vs. low), and the level of involvement (high vs. low).

In the next section, we discuss the motivation for our study, which provides a review of the relevant academic literature in marketing and the popular press. Then, we discuss the tenets of the engagement theory and focus on the conceptual framework, which comprises the components of CE, the moderators, and the consequences of customer engagement. Next, we discuss the managerial implications and provide strategies to manage customer engagement. Finally, we highlight the limitations of the study and the scope for future research.

Motivation

Business perspective

Customer engagement is the primary focus of many firms. In a study comprising 438 marketing managers,[1] 63% of marketers defined engagement in terms of sales and repeat sales, 15% defined it as an impact on revenue by customers, and 22% as love for a brand. Although there are differences in the definition, more than 80% of marketers wanted to engage customers in a conversation to build advocacy and trust over the next 3 to 5 years. A study by Gallup highlights the benefits of engaging customers, noting that customers who are fully engaged represent an average 23% *premium* in terms of share-of-wallet, profitability, revenue, and relationship growth when compared with the average customer; an actively disengaged customer represents a 13% *discount* in those same measures. This highlights the importance of engagement in the marketplace. This finding is not restricted to any industry but can be generalized across industries, as seen in the following statistics from various studies by Gallup in 2013.

- In the consumer electronics industry, fully-engaged shoppers make 44% more visits per year to their preferred retailer than the actively disengaged shoppers. On average, the engaged consumer spends $373 per shopping trip, while actively disengaged customers spend $289 per trip.
- In casual restaurants fully engaged customers make 56% more visits per month than actively disengaged customers and in fast food restaurants fully engaged customers make 28% more visits per month than actively disengaged customers.
- In the hospitality sector fully engaged hotel guests spend 46% more per year than actively disengaged guests.
- In the insurance sector fully engaged policy owners purchase 22% more types of insurance products than actively disengaged policy owners do.
- In the retail banking industry, customers who are fully engaged bring 37% more annual revenue to their primary bank than customers who are actively disengaged.

Academic perspective

Engaging customers has been discussed extensively in marketing in the last decade by both academicians and practitioners, although from different perspectives. Academicians have gone beyond the benefits of relationship marketing such as lower marketing cost, higher revenue, higher marketing efficiency, and higher marketing efficiencies (Kumar et al. 2008). They focus on the activities of the customer toward the firm.

Vivek et al. (2012) state that customer engagement encompasses all the activities of the customer with the firm, initiated either by the customer or the firm. They define it as “the intensity of an individual’s participation in and connection with an organization’s offerings or organizational activities, which either the customer or the organization initiates” (p. 127). Their conceptual framework of CE involves participation and involvement of current or potential customers as antecedents of CE, while value, trust, affective commitment, word-of-mouth, loyalty, and brand community involvement are potential consequences. CE comprises cognitive, emotional, behavioral, and social elements in their conceptual framework. These authors treat all these components of CE as consequences of CE and not a part of the CE construct.

Van Doorn et al. (2010) note that CE is a “customer’s behavioral manifestation towards a brand or firm, beyond purchases, resulting from motivational drivers” (p. 253). They believe that if a customer’s goals are aligned with the firm’s goals, then CE

[1] http://www.marketo.com/about/news/majority-of-marketers-believe-marketing-needs-to-undergo-dramatic-change/

should have a positive overall impact on the firm; however, if the customer's and the firm's goals are misaligned, CE may have more negative consequences. In other words, a customer would be engaged with the firm if he/she gets a lower price and derives maximum benefit, even if the firm is not realizing its potential profit. Hence, their conceptualization of CE seems to be restricted as they do not consider all the activities in which customers would participate if they are engaged with the firm. The activities of the customer can demonstrate the level of engagement with the firm. These activities include customer purchases, the incentivized referrals of the customer, social media conversations about the brand, and the customer feedback/suggestions to the firm for better performance (Kumar 2013).

Table 2 highlights the existing academic literature on customer engagement, the type of firm where the study was conducted (whether it is a conceptual or empirical study), and if it was an attitudinal or behavioral study. Although past studies discuss the concept of CE, none of them highlight the antecedents and consequences of customer engagement. Thus, from both the business and the academic perspective, studying the value of engaging customers is powerful for the firm.

Reinartz and Kumar (2002) echo the importance of engaging customers by noting that "to identify the true apostles, companies need to judge customers by more than just their actions" (p. 4). In the last 15 years, marketing academicians have discussed customer engagement extensively. The focus has been on different aspects like behaviors, attitudes, and metrics for measuring customer engagement. For example, CE has been discussed from the perspective of relationship marketing (Bowden 2009), service-dominant logic (Brodie et al. 2011), customer attitudes toward the brand (Vivek et al. 2012), and a customer's contribution toward the firm (Kumar 2013).

These various conceptualizations highlight the fact that customer engagement is a multidimensional concept. Academicians also note that customers may be valued incorrectly (overvalued or undervalued) when all activities of customer engagement are not taken into account (Kumar et al. 2010), which may result in an inappropriate allocation of resources (Verhoef et al. 2010). Additionally, firms may calculate wrong returns on marketing actions (Rust et al. 2004) if they do not consider customer engagement, as it affects marketing metrics, which would subsequently affect firm value (Gupta et al. 2004). Further, practitioners look at CE through a different lens. They define it as activities that facilitate "repeated interactions that strengthen the emotional, psychological or physical investment a customer has in a brand" (Sedley 2010, p. 7).

All these discussions confirm that customer engagement affects firm performance and is therefore important for valuing customers. We believe it is important to understand how customers can be engaged for maximizing firm performance. To do so, we suggest focusing on the theory of engagement, which forms the basis for building customer engagement. In the next section, we discuss the tenets of engagement theory.

Tenets of engagement theory

Customer management has evolved from a transaction perspective to relationship marketing over time, as shown in Fig. 1. Firms focused on customer transactions until the 1990s. The impact of these transactions was measured by the firm's profitability through past customer value, share-of-wallet, and recency, frequency, and monetary value.

The commitment trust theory (Morgan and Hunt 1994) paved the way for relationship marketing. According to this theory, the core objective of firms is to establish positive relationships with customers through developing commitment and trust with the customers. The objective of relationship marketing has been to establish long-term relationships with the customer (Berry and Parasuraman 1991). These long-term relationships should promote efficiency, productivity, and effectiveness (Morgan and Hunt 1994) and also be cooperative. The definitions of trust and commitment have been established in the literature by Morgan and Hunt (1994), Moorman et al. (1992), and Moorman et al. (1993). Trust has been defined as "a willingness to rely on an exchange partner in whom one has confidence" (Moorman et al. 1993, p. 82), and commitment has been defined as "an enduring desire to maintain a valued relationship" (Moorman et al. 1992, p. 316). Both these of constructs focus on the intrinsic characteristics that both partners would display to ensure a smooth relationship.

Firms in the mid-1990s and early 2000s worked toward earning customers' trust and displaying their commitment to the firm. The relationship with the customer had first been limited to customer purchases. However, the relationship has progressed with evolving technology, customer needs, and the capabilities of the firm. Now, consumers have easier access to the firm and a larger platform to voice opinions because of social media. Firms also have started segmenting and focusing on the needs of consumers by carefully evaluating their transaction data and improved CRM methods.

Firms now are focusing on the quality of the relationship that they establish with the customer and also the maximum output beyond purchases, which the customer can provide to the firm. Customers are also contributing to the firm when they feel connected to the firm (Kumar 2013). This is one of the components of the interdependence theory (Thibaut and Kelly 1959), which focusses on the interaction between partners as the essence of close relationships. The theory notes that during interaction, partners create products for each other or they communicate with each other (Thibaut and Kelly 1959). This is becoming evident in the marketplace, where consumers are providing feedback to the company for the development of new products or improving existing products.

The quality of the relationship between the firm and the customer depends on the level of satisfaction derived from the relationship and the level of emotional connectedness of the customer toward this relationship. When a firm achieves

Table 2 Select literature review on customer engagement

Study	Type of firm	Attitude-based	Behavior-based	Conceptual/ empirical	Definition	Comments/remarks
Bowden (2009)	B2C	Yes	Yes	Conceptual	A psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand as well as the mechanisms by which loyalty may be maintained for repeat purchase customers of a service brand.	Satisfaction, calculative commitment for new customers, involvement and trust for existing customers, affective commitment, and brand loyalty are the various measures used to explain the process of CE.
Van Doorn et al. (2010)	B2C	No	Yes	Conceptual	Customers' behavioral manifestation toward a brand or firm, beyond purchase, resulting from motivational drivers such as word-of mouth activity, recommendations, helping other customers, blogging, writing reviews.	Valence, form/modality, scope, nature of impact, and customer goals are the dimensions of the CE framework.
Brodie et al. (2011)	B2C	Yes	No	Conceptual	A psychological state that occurs by virtue of interactive, cocreative customer experiences with a focal agent/ object (e.g., a brand) in focal service relationships. It occurs under a specific set of context dependent conditions generating differing CE levels; and exists as a dynamic, iterative process within service relationships that cocreate value. CE plays a central role in a nomological network governing service relationships in which other relational concepts (e.g., involvement, loyalty) are antecedents and/or consequences in iterative CE processes. It is a multidimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional, and/or behavioral dimensions.	Illustrates the conceptual domain of CE through service dominant logic.
Vivek et al. (2012)	B2C	Yes	Yes	Conceptual	The intensity of an individual's participation and connection with the organizations offerings and activities initiated by either the customer or organization.	Value, trust, affective commitment, word-of-mouth, loyalty, and brand community involvement are consequences of customer engagement.
Hollebeek (2011)	B2C	Yes	Yes	Conceptual	The level of customers' motivational, brand-related, and context-dependent state of mind characterized by specific levels of cognitive, emotional, and behavioral activity in brand interactions.	Cognitive, emotional, and behavioral activity are the components of the customer brand engagement
Kumar et al. (2010)	B2B & B2C	Yes	Yes	Conceptual	(1) Customer purchasing behavior, whether it be repeat purchases or additional purchases through up-selling and cross-selling (corresponding to Customer Lifetime Value [CLV]). (2) Customer referral behavior as it relates to the acquisition of new customers through a firm initiated and incentivized formal referral programs (extrinsically motivated; corresponding to Customer Referral Value [CRV]).(3) Customer influencer behavior through customers' influence on other acquired customers as well as on prospects [CIV]).(4) Customer knowledge behavior via feedback provided to the firm for ideas for innovations and improvements, and contributing to knowledge development (extrinsically or intrinsically motivated; corresponding to Customer Knowledge Value [CKV]).	Customer Lifetime Value, Customer Referral Value, Customer Influence Value, and Customer Knowledge Value are the components of the CE framework.
Kumar and Pansari (2015)	B2B & B2C	No	Yes	Empirical	Same as Kumar et al. (2010)	Develops a 16-item scale to measure CE. The minimum score for the scale is 16, and the maximum 80. Based on the scores customers are divided into four categories: disengaged (score of 16–31), somewhat engaged (score of 32–47), moderately engaged (score of 48–63), and super-engaged (score of 64–80).

trust, commitment, and a satisfied and emotional relationship with the customer, we can say that the firm and the customer are engaged with each other. In an engaged partnership (e.g., marital relationship) where the partners take active interest in the well-being of the other, partners interact more often with each other and also speak highly of their partner to indicate the level of emotional connectedness.

It is important to understand the theory of engaging customers, as engaging customers has direct and indirect benefits (Kumar and Pansari 2015; Kumar 2013). We propose that the two tenets of the engagement theory would be satisfaction and emotion, since engagement occurs only after a relationship is formed based on trust and commitment. In other words, the tenets of relationship marketing are subsumed in engagement theory, as we believe that the process of engaging a customer is logically the next step after the relationship formation. Further, the theory of engagement need not be restricted to the relationship between the firm and the customer, as it could be applied to all the stakeholders of the firm. The objective of every engaged partner is to establish a long-term association.

We now develop the conceptual framework for CE, using these tenets.

Conceptual framework

Our proposed conceptual framework, as shown in Fig. 2, is organized in the following manner. First, we discuss the concept of CE and identify the components of CE (direct and indirect contributions). We then discuss the antecedents (satisfaction and emotion) of CE and the variables moderating the relationship between satisfaction and CE, and between emotion and CE. Finally, we discuss the consequences of customer engagement.

Our framework is applicable to goods and services, which are frequently purchased in a non-contractual setting. Our framework begins with the marketing activities initiated by the firm. These marketing activities could be advertising, promotional offers, social media campaigns, etc. These activities lead to creating an awareness among customers about the products and services of the company. This awareness helps customers understand the offerings of the firm and if the firm can fulfill any of their needs. The customer then makes a purchase from the firm, which creates an experience. As stated by Carù and Cova (2003), customer experience is not sold by companies; rather, companies provide artifacts and contexts that are conducive to experiences, which are used by consumers to co-create their own unique experiences. A positive/ negative experience would affect the level of satisfaction the customer has toward the firm and the emotions that he/she has for the company. The expectation is that satisfaction should lead to repeat purchase. Similarly, a customer who exhibits positive emotions would assist with indirect contribution, such as being an advocate for the firm's product and services. The relationship between satisfaction and direct purchases has been established at the aggregate level in the literature (Anderson 1994).

It is possible that not all customers will exhibit similar associations. Therefore, if individual-level data is available, accounting for customer heterogeneity is important. In our

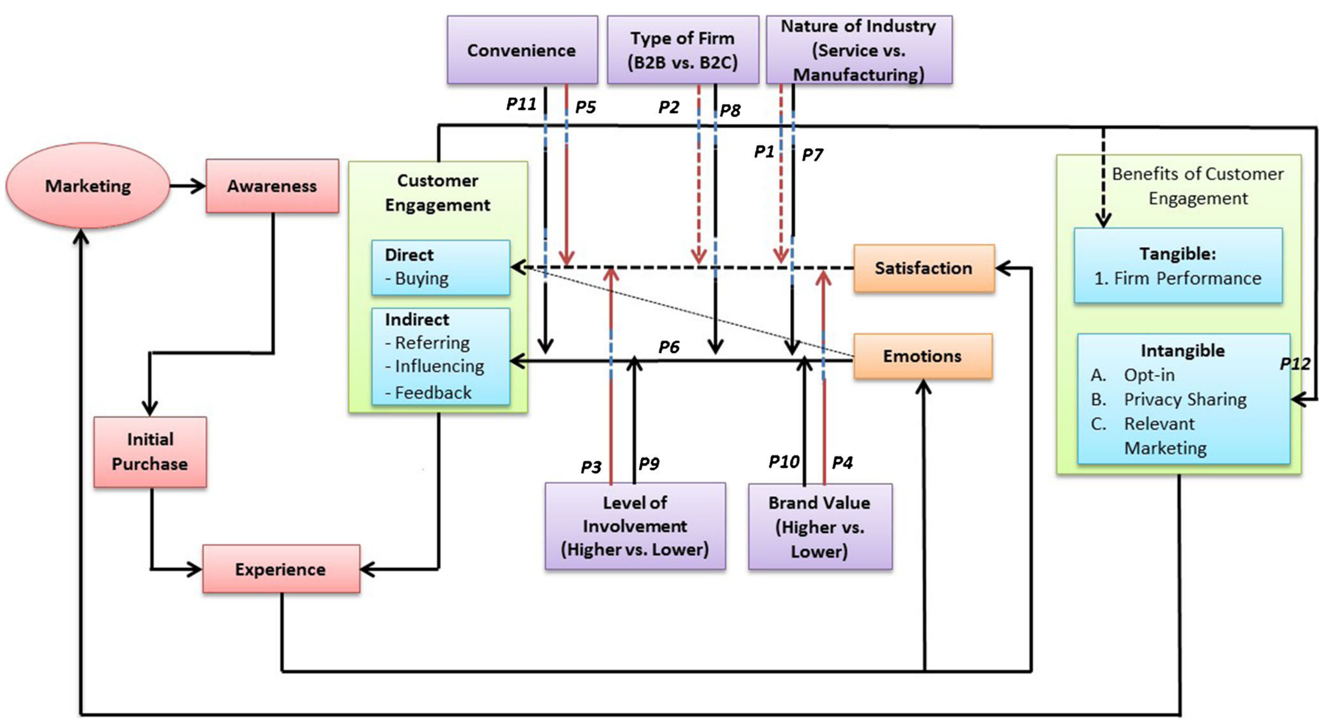

Fig. 2 Antecedents and consequences of customer engagement

framework we study the individual-level relationships between satisfaction and direct contribution, and between emotions and indirect contribution. Table 3 provides the definitions and the suggested ways to measure the constructs in our framework.

Next, we discuss in detail the CE construct, which is the direct and the indirect contribution of the customers. Our definition of customer engagement focusses on the various ways through which the customer contributes (directly and indirectly) to the firm. The direct contribution is in the form of customer purchases and the indirect contribution is in the form of customer referrals, customer influence, and customer knowledge.

Direct contribution

Customer purchases Customer purchases of products /services contribute directly to firm value (Gupta et al. 2004). Customer purchases help firms allocate resources efficiently. Firms have gained revenue increases of about $20 million by reallocating their resources based on customer purchases while maintaining the level of marketing as is (Kumar 2008). The focus of the firm here is to maximize the profitability from each customer over a longer term. The metric relevant to this measure is known as Customer Lifetime Value (CLV).

Table 3 Variables used in the conceptual framework

Variables used in the study	Definition	Suggested scale
Emotions	Mental states of readiness that arise from cognitive appraisals of events or one's own thoughts (Bagozzi et al. 1999).	Richins (1997) use a 4-point scale. The scale ranges from "Not at all likely" to "Very likely." The emotions included in the scale are anger, discontent, worry, sadness, fear, shame, envy, loneliness, romantic love, love, peacefulness, contentment, optimism, joy, excitement, and surprise. The reliability of these items is observed to be on an average greater than 0.80. Another scale that measures emotions is Moore et al. (1995).
Contribution	Customer contribution in the form of customer purchases, customer referrals, customer influence, and customer knowledge (Kumar et al. 2010).	Kumar and Pansari (2015) use a 5-point Likert scale with 16 items. The reliability of the scale in their study exceeds 0.8.
Experience	Holistic in nature involving the customer's cognitive, affective, emotional, social, and physical responses to the entity, product, or service (adapted from Verhoef et al. 2009).	Klaus and Maklan (2011) suggest a 7-point Likert scale with 19 items covering the dimensions of peace of mind, moments-of-truth, outcome focus, and product experience, which has a reliability score of 0.93. Other scales measuring experience are Olson et al. (1995) and Froehle and Roth (2004).
Brand Value	The differential effect of a customer's brand knowledge, brand attitude, brand purchase intention, and brand behavior on his or her response to the marketing of a brand (Kumar et al. 2015).	Kumar (2013) provide a scale that reflects brand awareness, image, trust, affect, loyalty, advocacy, purchase intention, and price premium. Each of the 8 measures of customer brand value is measured on a 1–10 scale. The reliability of the scale items exceeded over 0.80 (Kumar et al. 2015).
Involvement	A person's perceived relevance of the object based on inherent needs, values, and interests (Zaichowsky 1985).	Zaichowsky (1985) provide a 20-item scale. Some of the items of the scale reflect the importance, relevance, value, excitement, appeal, want, and benefits of the product. These items were measured as a 7-point semantic differential scale. The reliability of this scale exceeds 0.90. Other scales to measure involvement are Putrevu and Lord (1994); Kim and Lord (1991).
Convenience	The time and effort that consumers invest in purchasing a product rather than a characteristic or attribute of a product (Brown 1990).	Seiders et al. (2007) provide a scale which covers 5 main aspects of convenience: decision, access, benefit, transaction, and post-benefit. The scale for measuring the 5 dimensions of convenience has 17 items measured on a 5-point Likert scale with an average reliability of over 0.75. Other scales to measure convenience are Colwell et al. (2008) and Jiang et al. (2013).
Satisfaction	A judgment that a product or service feature, or the product or service itself, provided (or is providing) a pleasurable level of consumption-related fulfillment, including levels of under- or over fulfillment (Oliver 1997).	Bruner et al. (2001) suggest a generalized set of 12-item scales measuring various aspects of the purchase and use of the product and service with a high average reliability of over 0.9. Other scales to measure satisfaction are Spreng and Mackory (1996); Spreng et al. (1996).

Indirect contribution

Customer referrals Incentivized referrals are a form of engaging with the customers for both B2C and B2B firms (in the case of B2B, it is denoted as "reference"). Referrals help in attracting customers who would otherwise not be attracted through traditional marketing channels (Kumar et al. 2010; Kumar 2013), thus contributing indirectly to firm performance. Further, referred customers are more profitable than non-referred customers (Schmitt et al. 2011). Even in the B2B context, references have been impactful where selected clients are more beneficial to convert prospects to profitable customers (Kumar 2013).

Customer influence Social media platforms are being used extensively by customers to exchange brand and product related information in both B2B (Chakravarty et al. 2014) and B2C firms (Kumar 2013). These platforms have a more direct impact on brand communities and enjoy higher customer engagement compared to traditional marketing (Trusov et al. 2009). Users can affect others' activities within their social network; this effect is termed as "influence" (Trusov et al. 2009). These social media influences create a ripple effect and extend beyond the close social network of the customer, which in turn creates a chain reaction across a wide group of customers (Hogan et al. 2003) and indirectly impacts the firm's profits (Kumar 2013; Lee and Grewal 2004). Not every customer can influence others. Therefore, identifying the drivers of influential behavior in a social network (Kumar 2013) is important for firms to maximize the benefits of their social media strategy.

Customer knowledge Customer knowledge/feedback is derived when a current customer is actively involved in improving a company's products/services by providing feedback or suggestions. Customers add value to the company by helping firms understand customer preferences and by participating in the knowledge development process (Joshi and Sharma 2004). Firms could use this knowledge to improve their products and services and/or create new products (Kumar and Bhagwat 2010) and impact firm performance indirectly.

Effect of customer satisfaction on direct contribution

Customer satisfaction is an essential indicator of a company's past, current, and future performance and has therefore been the focus among marketing practitioners and scholars (Oliver 1999). The key concept of customer satisfaction is based on expectancy–disconfirmation theory (Lewin 1938). The expectancy–disconfirmation model asserts that if the perceived performance exceeds consumer expectations (a positive disconfirmation), the consumer is then satisfied. On the other hand, if perceived performance falls short of a customer's expectations (a negative disconfirmation), then he/she will be dissatisfied (Churchill and Surprenant 1982).

Both practitioners and academics have accepted the premise that customer satisfaction results in customer behavior patterns that positively affect business results (Vavra 1997). It has been regarded as a fundamental determinant of long-term consumer behavior (Oliver 1980; Yi 1990). Research has found that customer satisfaction has a measurable impact on purchase intentions (Bolton and Drew 1991), on customer retention (Mittal and Kamakura 2001), and on financial performance (Anderson et al. 1994; Keiningham et al. 1999). All the studies that have established the relationship between satisfaction and firm performance have done the same at the aggregate level. This relationship should be positive even at the individual level. This is because if a customer is satisfied, this would reflect in his/her behavior toward the firm (Kumar et al. 2014). One manifestation of a positive behavior would be customer repurchase. Hence, we propose that:

P1: There is a positive relationship between customer satisfaction and that customer's direct contribution.

The relationship between satisfaction and performance would be enhanced in various contexts depending on the nature of industry (service vs product), kind of firm (B2B vs. B2C), level of product involvement (high vs. low), brand value of the firm (high vs. low), and level of convenience. Therefore, we study the moderating impact of all these variables on the relationship between satisfaction and direct contribution (purchases) and emotions and indirect contribution (referrals, influence, and feedback).

Impact of moderators on the relationship between satisfaction and direct contribution

Service vs. product Customer satisfaction affects firm performance in all industries. Products have higher perceived quality, expectations, and customer satisfaction, but lower repurchase likelihood, relative to services (Anderson 1994). However, we propose the opposite and note that the effect between satisfaction and purchases would be enhanced in the service industry. In this study, we consider products and service in the same continuum, as two different industries. While availing a service, if the customer's expectations are not met, the customer can complain to a service personnel and the issue can be dealt with immediately. The process of service recovery is faster. However, when a customer's expectations are not met for a product, the chance of recovery is low, as most products are standardized. The customer's complaint or feedback can be used to improve the existing product, but the customer can access the new product only in the next production cycle. Further, sometimes the product cannot be altered/fixed according to the customer's needs. This may lead to disconfirmation of expectation of the consumer, if it concerns the features of the product. This would also impact the repeat buying behavior of the consumer. Therefore we propose that:

P2: The impact of satisfaction on direct contribution will be enhanced in the service (vs. products) industry.

B2B vs. B2C firms In a B2B setting, firms focus more on the functional aspect of the product/service being sold as compared to a B2C setting. In a B2B setting, decisions are generally made by a team, and the decision-making team may not be the same team that is using the products/services. The decision maker and user are, more often than not, two distinct individuals/teams. Therefore, it is necessary that both the user and the buyer are satisfied with the product or service, which is offered. If all the units in a B2B firm are satisfied, the consequence of a satisfied client can go a long way. In other words, the decisions in a B2B sector are made based on the combined satisfaction of many groups as well as the quality of the product, which may not hold true in a B2C setting. Therefore, we propose:

P3: The impact of satisfaction on direct contribution of the consumer will be enhanced for a B2B firm (vs. B2C firm).

Level of involvement Low involvement products tend to be products bought more often, as a routinized response behavior or as a habit (Kumar et al. 1992). Research shows that a higher frequency of usage and accumulated experience influences customer satisfaction (Anderson 1994). This indicates that customers have relatively accurate priors and understand the products that match their preferences. Consequently, their level of disconfirmation would be lower (Anderson and Sullivan 1993). However, when consumers buy products with high level of involvement, their expectations increase and repurchase intentions are lower and more sensitive to satisfaction (Anderson 1994). Further, in high involvement products, since the customer invests time and resources in understanding all the details about the product, he/she is more likely to notice "things gone right or wrong" (Anderson 1994). Additionally, low involvement products are repeatedly purchased, like CPG goods (e.g., salt, sugar, shampoo), and high involvement products (e.g., durables, cars, homes, education) are infrequently purchased. Therefore we propose that:

P4: The impact of satisfaction on direct contribution of the customer will be enhanced for products with low involvement.

Level of brand value Consumers use brands for creating individual identity, a sense of achievement and individuality for consumers (O'cass and Frost 2002). Brands create value for the consumer by creating positive feelings, aiding self-expression, and providing an overall feeling of having personal "good taste" in brand choice (Langer 1997). These expressions are more evident for brands with high value or for status brands. The value of the brand can be defined in terms of brand equity. Brand equity is the value that accrues to a product with its brand name compared to the value that would accrue if the same product did not have the brand name (Keller 2003). The higher the brand equity, the more value the brand possesses and the more positive beliefs consumers have about the brand (Pitta and Katsanis 1995).

Many consumers buy high value brands as a status symbol or because of social pressure. The expectation of quality for products of a high value brand is high; hence, the chances of disconfirmation are also high. Further, satisfaction is relatively more sensitive to perceived quality with ease of evaluating quality (Anderson 1994). Therefore, when consumers buy products with lower brand equity, their level of expectations from the brand is low, and hence the chances of disconfirmation are also low. Therefore, their level of satisfaction will be high, which will induce repurchase behavior. Hence, we propose that:

P5: The impact of satisfaction on direct contribution of the customer will be enhanced for a firm with low brand value.

Convenience Convenience is defined as the time and effort that consumers invest in purchasing a product, rather than being a characteristic or attribute of a product (Brown 1990). When consumers think of convenience, they focus on resources such as time, opportunity, and energy that they use to buy goods and services. Convenience in manufactured goods includes product size, preservability, packaging, and design, which can reduce consumers' time and effort in purchasing, storage, and use (Anderson and Shugan 1991). In the service industry, convenience is associated with reduced time or effort in shopping and could be presented in the form of extended operating hours or credit availability. Location is both a service and product convenience.

Convenience reduces the nonmonetary price of a product (Etgar 1978). There is a demand for convenience in the current market scenario, which could be attributed to socioeconomic changes, technological progress, more competitive business environments, and opportunity costs that have risen with rise in consumer incomes (Seiders et al. 2000). Many firms are devoting more resources to providing convenience as part of a strategic shift to more effective customer management. Offering online shopping with in-store pick-up and/or returns through expedited shipping, saving customer details in online databases, and providing personalized buying suggestions are some of the actions firms take to ensure increased customer convenience. The level of satisfaction to direct contribution will be enhanced if the level of convenience for both ease of use and the availability of the product is high, as this will ensure that the consumer may repurchase the product. For example, if you are trying to buy a product that is never available in your local grocery store and if you have to drive 20 miles just to buy it, you would soon find a replacement for the same. Similarly, you would also find a replacement for products that are difficult to use because of the type of packaging. Therefore, we propose that:

P6: The impact of satisfaction on direct contributions of the customer is enhanced by the level of convenience that the firm provides to its customers.

Effect of emotion on indirect contribution

Emotions have been classified as positive or negative (Watson et al. 1988). Positive emotion is an "energized and alert state of mind," and negative emotion is a state of "distress or aversive moods" (Watson et al. 1988). Some positive emotions are enthusiasm, laughter, empathy, action, and curiosity; negative emotions include grief, fear, hatred, shame, blame, regret, resentment, anger, and hostility. Understanding the emotions of consumers is important as emotions affect decision making, and the positive or negative outcome of a decision can profoundly affect the decision maker's feelings (Schwarz 2000).

Emotions, a key affect component, are known to be associated with intense states of arousal that lead to focused attention on specific targets and may therefore impact ongoing behavior. Allen et al. (1992) have demonstrated that emotions act as a better predictor of behavior than do cognitive evaluations. While behavior can include purchases, it is more often word-of-mouth and feedback that is influenced by emotions since the customer feels part of the firm. Purchase behavior is predominantly influenced by satisfaction and only to a small extent by emotions given the utility derived from consumption has to be maximized. Thus, the dotted line in Fig. 2 shows a weak relationship between emotions and customer purchases,

Both the Theory of Reasoned Action (Engel et al. 1995) and the "hierarchy of effects" models of consumer behavior (Lavidge and Steiner 1961) note that consumer emotions are a precursor to action. If brand managers win the hearts and minds of customers, then it is easier to retain and acquire customers. As mentioned earlier, customer contributions are not restricted only to customer repurchases as they also comprise referrals, social media interactions, and feedback to the company (Kumar 2013). Individuals who have positive emotions evaluate products more positively than individuals who have neutral or negative emotions (Isen et al. 1982); hence, their actions towards the brand would also be positive. Customers who are emotionally attached to the brand will treat the brand as their own and discuss the brand in online and offline conversations (Fedorikhin et al. 2008), may provide feedback about the brand (Nyer 1997), and may even refer the brand to their friends and relatives (Baumeister et al. 2007). Therefore, we propose that:

P7: The higher the level of positive emotions of the customer towards the brand, the higher will be the indirect contribution of the customer.

Impact of moderators on the relationship between emotions and indirect contribution

Service vs. product The effect of emotions on customer contributions may be evident in all customer transactions across industries. However, the magnitude of this relationship is higher in some scenarios. In the service sector where customers contribute to service quality through their roles as co-producers of the firm's service and knowledge consultants to the organization, we expect emotions to impact the indirect contribution of the customer. Bettencourt and Brown (1997) note that in the service industry the contact employees can induce positive emotional responses by spontaneous exceptional service during the service encounter.

Firms in the service industry are also aware of the same and hence focus not only on offering the best deals but also on building relationships with the customer. Wells Fargo is an example, given its focus on relationship banking. Further, in the service industry there is heterogeneity in every transaction based on the customer's emotions, as the service provider interacts with the customer based on his/her needs, attitudes, and emotions. Additionally, customers more often discuss their service experiences than their product usage experiences (Perry and Hamm 1969). A positive service interaction will make the consumer refer the brand to his friends and relatives and also provide feedback to the company. Therefore, we propose that:

P8: The impact of emotions on indirect contributions of the customer will be enhanced in the service industry.

B2B vs. B2C firms Brands use emotional advertisements to connect with customers in the B2C environment (Morrison and Crane 2007). Consumers primarily use emotions (personal feelings and experiences) rather than information (brand attributes, features, and facts) to evaluate brands (Murray 2013). In a B2B firm, the user and the decision maker may be two different individuals. The user may not have all the details (price, delivery, etc.) about the product to recommend or refer the product, and the decision maker may not be able to comment on the functionality of the product. Moreover, in a B2B environment, even if the user is emotionally connected with the brand, the level of commitment toward the firm would be limited, as the user does not deal with the brand.

Further, in a B2B setting, it is difficult to exhibit and communicate emotions. However, this is not the case in the B2C sector. In the B2C sector, emotions play an important role, as consumer actions are based on emotions. If a consumer is emotionally attached to the product, then there is a likelihood that he/she will recommend the product to his/her friends and family, provide feedback as he/she would want the product to be the best, and participate in the discussions about the product on social media. Hence, we propose that:

P9: The impact of emotions on indirect contribution of the customer will be enhanced for a B2C firm (vs. B2B firm).

Level of involvement High involvement products/services require more information because of the importance of the products/services and the thought process related to it (Zaichkowsky 1987). Involvement leads to higher motivation, heightened arousal, and increased cognitive elaborations (Mano and Oliver 1993). This indicates that high levels of involvement strengthen the experience of emotions, in general. However, lower involvement products require minimal thought, and there is a tendency among customers to form a buying habit (Shah et al. 2014) with these products (Vaughn 1980). Studies in the psychology literature note that repeated actions have reduced emotional intensity (Wood et al. 2002). The Theory of Mind and Emotion (Mandler 1975) discusses that emotions arise when there is an interruption of one's organized behavior sequence, which generates emotions. Since infrequently performed behaviors (e.g., high involvement products) and behaviors in unstable contexts are plausibly more likely than habitual behaviors (e.g., low involvement products) to encounter difficulties and interference, no habitual behaviors are more likely to be associated with emotions. Further, when consumers buy high involvement products they like sharing their experience and inform their network about their purchase. They would also like to provide feedback to the company, as they extensively research the product. Since they have gathered extensive knowledge about the product (Suh and Yi 2006), they may refer the product to their friends and relatives. Therefore, we propose that:

P10: The impact of emotions on indirect contributions of customers will be enhanced for a higher involvement product/service.

Level of brand value Great brands establish a lasting emotional connection with the target audience. They reach beyond the purely rational and economic level to arouse feelings of closeness, affection, and trust (Berry 2000). Since emotions influence customer decisions, brands have to transcend specific product features and benefits and penetrate people's emotions (Webber 1997). Brands that make the customer "happy," "joyful," or "affectionate" cause a stronger attitudinal commitment and purchase loyalty (Matzler et al. 2006).

Further, many high brand value products are bought by consumers as they have a status and prestige attached to them and customers like displaying these products (Ordabayeva and Chandon 2011). Therefore, the higher the brand equity/value of the firm, the higher will be the indirect contribution (referrals, feedback to the company, and discussion on social media) of the consumers. Further, consumers have higher expectations of brands that have higher brand equity (Pitta and Katsanis 1995). Therefore, the level of attachment with these brands is also higher. If such brands disappoint, the magnitude of the negative effect would be higher as compared to brands with lower brand equity. Therefore, we propose that:

P11: The impact of emotions on indirect contribution of the consumer will be enhanced for a firm with higher brand value.

Convenience Convenience influences customer evaluation and purchase behavior (Seiders et al. 2005). Ensuring customer loyalty is not sufficient; however, it is necessary for maintaining positive customer relationships (Keaveney 1995). Since convenience conserves time and effort, it provides consumers more opportunities to fulfill their intent. The intent of a customer with the firm goes beyond purchases as discussed in the customer engagement concept (Kumar 2013). Only if it is convenient for the customers to interact with the firm across all possible touch points would they be willing to provide any references and/or feedback and to promote the firm on various social media platforms. Therefore, we propose that:

P12: The impact of emotions on indirect contributions of the customer is enhanced by the higher level of convenience that the firm provides to its customers.

Consequences of customer engagement

The contributions (both direct and indirect) of customers can have tangible (direct) and intangible (indirect) benefits to the firm. The tangible benefits can be seen in the form of firm performance (higher profits, revenue, or market share). Customer repurchases directly impact firm performance (Kumar 2013). However, customer discussions about the brand on social media create a ripple effect to a wide group of potential customers (Hogan et al. 2003), thereby inducing them to experience the company's product/services. This would indirectly impact firm performance, as has been demonstrated in the literature by Kumar (2013). The feedback that consumers provide may help firms either improve their product/service and/or generate new ideas for new product development (Kumar and Bhagwat 2010). Both of these activities would help firms improve their performance, as they would have a better product/service or a more developed new product. The relationship between customer engagement and tangible firm performance has been established by Kumar and Pansari (2015). Further, the link between Customer Lifetime Value (CLV) and firm valuation has also been well established in the literature (Kumar and Shah 2009). Therefore, we are not offering a proposition on the relationship between CLV (purchases) and firm performance.

Some of the intangible benefits of customer engagement are in the form of permission marketing, privacy sharing, and the ability to make marketing messages more relevant. When companies seek their customers' permission to send them marketing messages, it is known as permission marketing (Godin 1999). Permission marketing creates a channel for two-way interaction and customer engagement, which is considered crucial for firm value creation. Permission marketing can be in the form of customers signing up to receive the firm's marketing contents (opt in); opt out is when the firm sends the customer marketing contents and the customer has the ability to decline this interaction. If the customer is emotionally connected to the company, the customer may enthusiastically interact with firms by joining their e-mail programs voluntarily, proactively downloading their mobile applications, and following their social media accounts. Such a customer is also more likely to opt in to the firm's marketing content and his/her chances of opting out will be lower. This will also result in increased actions by the customer (Kumar et al. 2014).

Another intangible benefit that the firm gets from highly engaged customers is the heightened trust that they have in the firms, and hence a willingness to provide the firm with more information about themselves. This could be in the form of allowing access to their social media pages, or by giving firms permission to use their information. This information can then be used by firms to better understand its customers and engage with them accordingly.

It is a challenge to determine what the customer wants. Many firms tend to offer all customers every product/service that they have, irrespective of the customers' actual specific wants, needs, and preferences. However, this may annoy some customers, and the firm could lose potential customers and the ROI from the marketing investment to these customers (Kumar et al. 2006). Therefore, it is important for firms to understand the specific needs of each of their customer segments. By examining privacy preferences and the number of marketing communications that the customer has opted in/out, the firm can gauge whether the consumer prefers little or regular marketing communication. Such individual-level assessments would help a firm personalize its marketing program and send selective but highly targeted and relevant communication to customers who prefer them. This would help the firm in maximizing its ROI. But the firm would have easy access to such individual-level information only if the customer is engaged with the firm (emotionally and behaviorally). Therefore, we propose:

P13: The higher the customer's engagement (direct and indirect contribution), the higher will be his/her probability to (a) opt in to the firm's marketing program, (b) provide the firm access to his/her personal information, and (c) enable the firm to provide relevant marketing communication.

Managerial implications

Given that satisfaction positively influences direct contribution, and emotions influence the indirect contributions of customers, companies have to find ways to manage both satisfaction and emotion in a positive way to maximize both the direct and indirect contribution. This section focuses on the managerial implications derived from our conceptualization of the components of customer engagement and its antecedents and consequences.

Customer engagement matrix

We suggest a set of strategies in the form of a 2X2 matrix as shown in Fig. 3 for managing both satisfaction and emotion. The intensity of emotions can be low or high, and the level of satisfaction can also be low or high. We name each of the four cells as follows: True Love (high emotion–high satisfaction), Attraction (low emotion–high satisfaction), Passion (high emotion–low satisfaction) and Indifference (low emotion–low satisfaction). Next, we discuss the specific strategies to effectively manage each of these four cells.

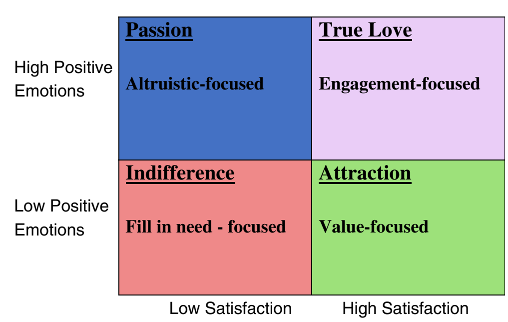

Fig. 3 Customer engagement matrix

Indifference When customers exhibit a lower state of emotions and satisfaction, which suggests an overall neutral disposition toward a firm, we categorize these customers as indifferent. In this stage, the consumer has low positive emotions and low levels of satisfaction. The customer interacts with the firm only if the firm can fulfill a current need and if there are not many options available to the customer. Therefore, we call them "fill in need" customers. This indifference could be the result of various factors. First, the need for the product/service could be low. Second, the size of the wallet could be low, resulting in the customer not being able to afford the product/service. Third, the product/service could be used due to convenience, and therefore no emotion and/or satisfaction is realized. Once the firm understands why the customer is indifferent, it can create strategies to find a way to be relevant to indifferent customers and convert them. However, the long-term strategy is to convert these customers to transact more, form a strong relationship, and become more engaged.

Passion For certain product categories, customers have high positive emotions toward the firm, but low levels of satisfaction, for example, with a sports franchise. Attending only one game in a season for a sports team is enough to exhibit the emotion, but it may not result in a satisfied outcome. However, the yearning to go to more games may keep the fan's satisfaction checked. We call such customers "altruistic focused," since they are not satisfied but still have high positive emotions toward the firm. The low levels of satisfaction could also be due to the disconfirmation in expectations of the customer. If the level of satisfaction is low due to poor service, low quality of product, or unmet expectations of the customer, then a good strategy is to use the emotional connection of the customer to attract other fans to the sports game. The objective here is to maintain the high emotional attachment and hope to improve the level of satisfaction by providing better experience. Among the customers in the passion segment, the customers who are most likely to be responsive to a better customer experience can be profiled and recruited via a marketing campaign to create a raving fan base.

Attraction In some product categories, customers buy products/services from the firm and are satisfied with the firm, but have low positive emotions toward the firm. These customers are "value focused." Examples of such behavior include a customer choosing an airline solely owing to the presence of a hub, or transacting with a bank's ATM due to the convenience of its location. A firm could be content with realizing higher revenues from this group of satisfied customers, as they would contribute directly to the firm's profit through purchases. However, for a long-term relationship and accruing the benefits of the customer's indirect contribution, the firm should try to create a deeper and more emotional connection with such customers by duly identifying/recognizing the high fliers, surprising them with gifts/coupons, and/or inviting them for special events such as sports games or movie openings from time to time. The objective of the firm's strategy is to provide maximum value to the customer, such that he/she displays a high positive emotion toward the brand. This would help the firm to move the customer from the attraction segment to the true love segment.

True love In these cases, customers have already been won over by the firm. They are highly satisfied and have high positive emotions with the firm. This is the ideal stage in which a firm would want all of its customer to be. The goal of the firm in this stage should be to keep increasing the emotional connection and sustain the high level of satisfaction of these customers. Hence the customers are "engagement focused." The strategy in this stage focusses on ensuring maximum levels of engagement. Firms typically try to increase the size of this segment over time as it enables profit maximization through both direct and indirect contribution. These customers are also tough for competitors to poach unless there is a large and obvious value difference that the customers experience/perceive. Only an innovation that is purely disruptive in nature can be a significant force in luring such customers. For example, the presence of Uber has successfully dethroned local cab companies given the large value difference. For Uber customers, periodic communication and interactions to let them know how much they are valued and also rewarding them with surprise gifts or invitations will go a long way in retaining them.

Influencing direct contribution

Once the firm manages the level of satisfaction and emotions of its customers, it can have a positive impact on the direct and indirect contributions of its customers. The question that still remains is in what ways a firm can extract more value from a satisfied and an emotionally connected customer.

Buying Direct contribution is measured in the form of purchases. Past studies have identified over a dozen ways of influencing buying behavior due to being satisfied. These strategies are termed as the "Wheel of Fortune strategies" by Kumar (2008). Each of these strategies has been implemented in various firms generating an ROI of over 8 to 10 times. Examples of these strategies include optimizing the marketing resource allocation, pitching the right product to the right customer at the right time, and inducing multichannel shopping.

Influencing indirect contribution

An emotionally connected customer can be a significant force in generating indirect contributions for the firm by being an advocate or a co-creator.

Referring Referrals can be influenced by targeting the medium CLV customers and providing them with incentives that are both transaction based and milestone based in a B2C setting (Kumar et al. 2010). In a B2B context, Kumar (2013) illustrate the need for creating client references that have a longer tenure of buying, higher revenues, and a larger number of employees. They suggest that a reference will be most effective when it is presented as a video, has product, role, and industry congruence. Firms implementing the suggested strategies have shown profit gains of 30 to 50%. In a B2C context, customers who have longer tenure and medium profits are more effective in bringing profitable prospects.

Social media influencing In order to identify the influencers in social media, many metrics have been proposed. One of the metrics is the Klout score, which ranges from 1 to 100 and provides a general score of how many other people an individual can influence on social media. It is not based on a particular product category or service but is based on the complete social media usage of the individual. Kumar (2013) further build upon the Klout score metric to offer a dollar metric by identifying influencers in social media for each category using eight drivers such as activeness, generosity, reciprocity, and like-mindedness. They term this dollar metric as Customer Influence Value (CIV). One of the biggest benefits of identifying influencers using CIV is that for firms implementing a social media marketing campaign, not only is awareness created but there also is a conversion to sales. For instance, when Kumar (2013) implemented this CIV-based influence marketing strategy for an ice cream retailer, Hokey Pokey, it increased the brand awareness by 49%, sales growth by 40%, and the ROI by 83%. Thus, the use of the eight critical drivers to influence the message spread and conversion to sales is a fruitful strategy.

Feedback Customers should be encouraged to provide feedback by almost all service providers and in many situations by product manufacturers also. For example, in the introduction of Hover boards during the 2015 holiday season there was a furor over the explosion of some Hover boards as well as users falling over due to not being able to balance. The transportation of this toy has also been banned by many airlines. Therefore, it is expected that the Hover board manufacturer will recall the product and release it after addressing the issues that have been raised by customers who have had first-hand experiences with the product.

Many companies have idea forums for customer feedback. For instance, Delta has created *Ideas in Flight*, Dell has created *Idea Storm*, BMW has created *Innovation Lab*, and Best Buy has created the *Blue Label Strategy* to collect new product/service ideas from the customer base in the form of feedback. Taking this a step further, companies are now incentivizing such feedback in tangible ways. Microsoft, for instance, shares revenues with the provider of the ideas, and IBM provides customers royalty when using/implementing software created by them.

Conclusion

Overall, firms have to learn the art and the science of managing customers to engage them in a profitable and sustainable manner if they have a satisfied and emotionally connected set of customers. The objective of this study is to offer a conceptual framework for customer engagement. To do so, we not only review the relevant academic work but also review practice in the business world.

A key contribution of this study is a new perspective on the theory of engagement. We argue that customers become engaged with the firm when a relationship based on trust and commitment is satisfying and has emotional bonding. We discuss the process of CE by focusing on both the direct and the indirect contributions of CE. We also discuss, in detail, the antecedents (satisfaction and emotion) and consequences (tangible and intangible) of CE. We propose that the relationship between satisfaction and direct contribution will be enhanced in a service industry, in a B2B firm, for products with lower level of involvement, and for products with low brand value and firms that provide a higher level of convenience. Similarly, we propose that the relationship between emotions and indirect contribution of the customer will be enhanced in a service industry, B2C firm, for products with a higher level of involvement, and for products with high brand value and firms that provide a higher level of convenience.

Future research can provide additional meaningful insights by testing this framework over a period of time and across industries. Since satisfaction and emotions can be frequently updated with small changes in the firms' actions, it would be interesting to use data across multiple time periods to understand the time-varying effects of satisfaction and emotions on customer behavior, and customer behavior on firm performance. Further, it would also be useful to see how this framework applies to different countries and continents since the culture of the country may play a prominent role in how the customers display emotion. The influence of emotions on actions can vary across customers and that can be taken into account by capturing heterogeneity in an empirical analysis.

It would also be interesting to understand the impact of the customer engagement framework in different scenarios like in the education context where the students are the customers, or in the non-profit context (donor engagement) where the donors would be the customers. This, would in turn, help universities and charitable organizations in optimizing their performance, which would be beneficial to the society as a whole.

Acknowledgments We thank the editor, the AE, and the three anonymous reviewers for their valuable suggestions during the revision of the manuscript. We thank Avishek Lahari and Bharat Rajan for their valuable suggestions. We thank Renu for copyediting the manuscript.

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