



Conceptual Framework Connecting Brand Communication and Customer Experience

Asta Kyguolienė¹, Aivaras Aliukonis²

¹ PhD, Assoc. Prof., Marketing Department, Faculty of Economics & Management, Vytautas Magnus University, Lithuania

² MA, Vytautas Magnus University, Lithuania

Abstract

Relationship among expectations, (dis)satisfaction and customer experience is analysed in the scientific literature, but academic discussions tend to reserve a view on customer experience mostly regarding the influence of these elements. To expand understanding of customer experience, analysis of a broader picture becomes significant. This study aims to propose a conceptual framework connecting brand communication and customer experience. As a result, the proposed conceptual framework outlines the relationship among brand communication, expectations, the emotional state experienced during the consumption, (dis)satisfaction and customer experience. The outcome also reveals the degree of control of these elements in the process of customer experience formation, highlights where brands can take action to influence customer experience

Keywords: Brand communication, Customer experience, Customer expectations, Satisfaction, Emotional state

1. Introduction

In recent decades customer experience achieved increasing attention and importance in academic discussions (Lemon & Verhoef, 2016; Pol et al., 2019). Likewise, customer experience gained value in professional practice in differentiating products or services in the category. Successful customer experience leads to repurchase, increases sales, lifts word of mouth, reduces business risk, improves the corporate image, and fosters brand value (Frank & Enkawa, 2009; Bueno et al., 2019; Hsieh & Yuan, 2019).

In large part, the customer experience topic investigations focus on customer experience management, evaluation and its impact on business results. Many studies accept a relationship among expectations, (dis)satisfaction and customer experience (Korgaonkar & Moschis, 1982; Oliver, 1997; Spreng & Page, 2001; Hu et al., 2009; Braun-LaTour, 2013; Chang & Taylor, 2014; Hsieh & Yuan, 2019), but still, academic discussions tend to reserve a view on customer experience mostly regarding the relationship among these elements. To expand understanding of this relationship, analysis of a broader picture of customer experience, including the antecedent of expectations and emotional state influence on customer experience evaluation, becomes significant. It may be assumed that brand communication forms customer expectations, which, together with the emotional state experienced during consumption, and performance evaluation, lead to (dis)satisfaction, whereas it results in customer experience.

Thus, *the object of the research* is the relationship between brand communication and customer experience.

The aim of the research is to propose a conceptual framework connecting brand communication and customer experience.

To reach the aim, *research methods* of literature analysis, synthesis were used. Brand perception and its role in communication, concept of customer experience, antecedent of customer experience – expectations, emotional state on customer experience is analysed to propose conceptual framework connecting brand communication and customer experience.

2. Brand Perception and its Role in Communication

Binet and Carter (2018) note one of the core marketing communication fundamentals: “real people don’t care about brands; they don’t spend time thinking about brands; they don’t have high interest in brands; and they certainly don’t want ‘relationships’ with brands.” According to the authors’, the main reason why people choose brands is that they

would not waste time thinking about them. A view proposed by Binet and Carter (2018) clearly illustrates a general attitude towards a brand understating in the everyday experience of a customer.

In academic literature, there is no unified agreement on a brand definition. Chernatony and Riley (1998) listed as many as twelve categories that combine different brand classifications. As noted by authors', a brand definition can vary from a simplistic understanding like the brand as a legal instrument, a logo, or personality, to more complicated definitions like the brand as a value system, an image in the consumer mind, or evolving entity. Despite the differences in definitions, there is a mutual agreement that a brand is composed of tangible and intangible elements. Tangible elements are name, logo, ambassadors, slogan, soundtrack, packaging, etc. Intangible elements are mission, vision, goal, philosophy, ethics, behaviour, etc.

The synergy between tangible and intangible elements forms a multidimensional brand construct, which serves as a basis for service or a product creation resounding customer needs (Chernatony & Riley, 1998; Miao, 2019). From a communication perspective, this multidimensional brand construct (tangible and intangible elements) is a set of meanings and associations. A set of meanings differentiates the service or a product of a brand from other functionally equal services or products. Meantime, associations unite meanings with the brand and its appearance (tangible and intangible elements). Empirical findings support the theory that brands are represented in our minds as sets of meanings that are associated with the brand (Camarrone & Hulle, 2019).

Brand perception is, by nature, a construct oriented to customers. This understanding highlights an active role of customers in the creation of brand meaning in customers perception (Padgett & Allen, 2013). The representation of a brand in the customer perception is formed by all the actions of brand communication in all possible media channels, information types, or forms of information. Brand communication is not limited only to this creation of perception. Simultaneously, brand communication seeks to affect current and future customer behaviours by using linguistic messages, visual symbols, and emotional stimuli (Barger et al., 2016). Due to peculiarities of brand perception, it is less important to have a difference in brand communication in terms of content than to be distinctive. It means that brand communication does not necessarily need to have messages, make sense, or be differentiated in the category (Binet & Carter, 2018). It should constantly strengthen meanings and associations with a brand distinctiveness.

3. Customer Experience Concept

Experience as a part of today's marketing and communications are inescapable. Even today, most services and products are sold as an experience itself, not only as a physical product or service (Batat, 2019). As illustrated by Pine and Gilmore (1999), experience is not only inescapable, but it is a cornerstone of XXI century economics. Since all the experience is experienced by each customer individually and judged by subjective criteria, in the presence of experience, a customer becomes a central part of marketing and communication. Due to this reason, subjectivity, emotions, symbolism and social aspects acquire more significant weight and value (Batat, 2019). This perspective illustrates a fundamental foundation of customer experience understanding, i.e., the value lies not only in the object of consumption (products or services) but in the experience of consumption itself (Schmitt, 2010). In this context, customers are understood as experience creators, not solely message receivers.

Even with differentiating views on customer experience classification in academic literature, Schmitt (1999) managed to propose five strategic experiential modules for managing experiences. Modules can be addressed as different types of marketing practices: *sense* marketing, *feel* marketing, *think* marketing, *act* marketing and *relate* marketing which contains aspects of all types though expands beyond a person to something outside his private state (Schmitt, 1999). Despite specialities in Schmitt strategic framework for managing experiences, two essential aspects are offered. First, experience consists of different experiential components which are not necessarily physical by design. Second, all the different experiential components are orientated to the customer and satisfaction of his needs. Customer needs (desired but not necessarily known) satisfaction during consumption is one of the essential activities forming a successful customer experience. Any value exchange between a customer (time, money) and a brand (service, product, communication) influence customer experience despite the nature or form of this exchange (Schmitt & Zarantonello, 2015). This perspective holds customer experience as holistic by nature, incorporating the customer cognitive, emotional, sensory, social, and spiritual responses to all interactions with a brand (Lemon and Verhoef, 2016). Meyer and Schwager (2007) state that customer experience is the internal and subjective response customers have to direct or indirect contact with a company. Direct contact is an interaction initiated by the customer which generally occurs during the purchase, use of a service or product. Meantime, indirect contact is an unplanned customer encounter with a brand, its products or services, advertising, news, recommendations, word of mouth, reviews, or other forms of communication (Bueno et al., 2019). Business practice reflects a similar understanding which describes customer experience as a customer contact with every aspect of a company offering: customer care, advertising, packaging, product and service features, ease of use, and reliability (Lemon and Verhoef, 2016). These customer interactions with a product or a service result in subjective feelings associated with the physiological state (Johnston & Kong, 2011). Due to these judgments, customer experience can be understood as a subjective state

resulting from an aggregated experience from feelings experienced during the encounter with all possible touchpoints (direct and indirect) with a brand.

Despite the slightly different explanations of a customer experience definition, discussions tend to split customer interaction with a brand into three dimensions: before, during and after the consumption. In this segregation, we can observe a more extensive view beyond a subjective state. It reveals a synergy of actions that lead to the subjective state and determines their sequence, i.e., before the consumption held expectations affect customer satisfaction of a service or product which results in customer experience (Korgaonkar & Moschis, 1982; Oliver, 1997; Spreng & Page, 2001; Hu et al., 2009; Braun-LaTour, 2013; Chang & Taylor, 2014; Hsieh & Yuan, 2019). Thus, customer experience can be understood simply as a subjective perception of service or product (dis)satisfaction. Simplicity in this judgment provides two aspects worthy of attention. First, it highlights the antecedent of customer experience. Second, it exhibits (dis)satisfaction as a derivative of interactions happening during consumption.

4. Expectations as the Antecedent of Customer Experience

A key to unlocking a continuous understanding of customer experience resides in expectations. The latter, together with the emotional state experienced during the consumption, occurs before satisfaction and experience.

Expectations are primary determinants of customer consumption experiences, satisfaction, and repurchase (Ofir & Simonson, 2007). In academic literature, there is common acceptance of this view. Equally, there is wide acceptance of significant expectations effect on post-purchase evaluations (Spreng & Page, 2001). A great deal of emphasis in academic discussions is put on the results of expectations fulfilment, agreeing that exceeding customer expectations is key to customer satisfaction, delight, and loyalty.

Currently, the *Expectations Disconfirmation theory* is the most widely accepted theory concerning customer satisfaction processes. The theory holds that customer perception of overall satisfaction results from a comparison between expectations and outcome performance of a service or product (Oliver, 1997). Based on the *Expectations Disconfirmation theory* and academic discussions encompassing this theory, Santos and Boote (2003) presented a conceptual model combining expectations, post-purchase affective states and affective actions (Figure 1).

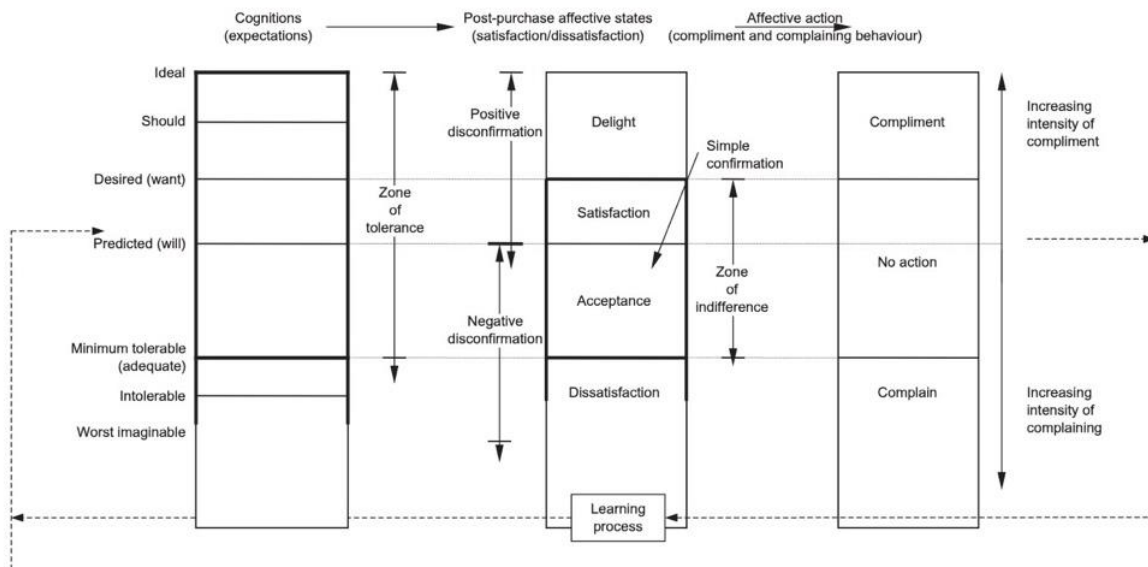


Figure 1. A conceptual model of expectations, post-purchase affective states and affective behaviours (Santos & Boote, 2003).

Authors argue that affective states which arise from (dis)confirmation are built on different levels of expectation. These different levels of expectations may change or overlap and are formed based on nine groups of expectation standards: *ideal*, the *should*, the *desired*, the *predicted*, the *adequate*, the *minimum tolerable*, the *intolerable*, the *worst imaginable*, and the *deserved*, which can coincide with any other expectation standard from the normative *should* expectation to the *minimum tolerable* level. All these standards are attributed to two types: core expectations and peripheral expectations. Core expectations is a predicted standard of expectations. Peripheral expectations are all the other, ranging from *ideal* to *worst imaginable*. Santos and Boote (2003) note that the core expectations can be coterminous, with any peripheral expectation, based on prior customer experience, experiences of others, customer mind and mood during the consumption. This observation once more highlights the role of customer subjectivity. In addition, it admires the effect of the environment and others (not necessarily another customer of a service or product).

Figure 1 illustrates expectations dependence on individual customer experiences and characteristics. For instance, the affective states of acceptance and satisfaction exist within the zone of indifference which implies that (dis)satisfaction results from a certain level of disconfirmation existing beyond the zone of indifference. This means that a customer who experienced slightly better or worse performance than expected will not experience delight or dissatisfaction. However, if customers peripheral expectations overlap with core expectations, and the customer confirmed what he expected, then this (simple confirmation) can lead to any form of affective response. Moreover, each customer holds a zone of tolerance that varies (expands or contracts) depending on the individual customer qualities. A zone of tolerance addresses the extent to which a specific customer is willing to accept differences other than expected. Thus, this viewpoint allows to hold that, essentially, expectations are a subjective customer forecast formulated based on the entirety of encountered information.

5. Emotional State Effect on Experience Perception

Consciousness is only a tiny part of our mental work in unconscious processing (Barry, 2002). Dual-process theories provide a view of how a thought can arise in two different ways, accounting consciousness and unconsciousness parts. Often these ways are referred to as umbrella terms that subsume many different cognitive and neural system processes (Thompson, 2014). Even though these two ways exist on a continuum, it is accepted to use substitutes to label them separately as automatic and effortful systems, System 1 and System 2, Type 1 and Type 2, or heuristic and analytic (Kahneman, 2011; Thompson, 2014; Lazard et al. 2020). The automatic system is characterized as automatic, fast, implicit, low capacity, and cannot be turned off at will. An effortful system is described as low, deliberate, rule-based, capacity-dependent, and is normally acting in a comfortable low-effort mode (Kahneman, 2011; Thompson, 2014).

The *Elaboration likelihood model* (ELM) is often used as the information processing model in the academic literature, incorporating automatic and effortful systems (Teng et al., 2015). ELM applies two paths in information processing: central and peripheral routes. The central route takes a cognitive effort. Individuals taking the central route carefully review, consider and evaluate information. In the peripheral route, individuals use cues to ease up their tasks and make fast decisions (Teng et al., 2015; Kim et al., 2017). Due to this reason, brands can exist and influence our thinking through tangible and intangible elements. The decision to select one of two routes is determined individually by elaboration likelihood, i.e., the amount of motivation and degree of the ability to process the information (Kim et al., 2017). Though, sensory experience is processed in the form of patterns held in short-term temporary storage (Barry, 2002), meaning that during consumption of a product or service, experienced sensory stimuli are first processed by a fast effortful peripheral route (Atkinson-Shiffrin model). It's important to mention that sensory stimuli are either processed unconsciously or observed consciously, and sensory input is not only based on sensory cues but also on surroundings, customer individuality, and mood. Sensory stimuli first evoke an emotional response which potentially elicits either approach or avoidance behaviour. Thus, the emotional response evoked by external stimuli has a mediating effect on cognition and behaviour toward the perceived product (Schreuder et al., 2016). Yet, whether it is perceived consciously or subconsciously, sensory stimuli play a significant role in product or service experience (Haase et al., 2018).

Thus, sensory stimuli experienced during consumption and processed through the peripheral route will affect the customer judgement either consciously or unconsciously. In this sequence, the primary sensory stimuli are being processed automatically and unconsciously, without the intervention of conscious (lower-order process). Afterwards, it is either processed unconsciously or results in a holistic perception. The latter further results in an emotional experience from an internal perspective (I feel angry, sad) and in emotion perception from an external perspective (sad music, fearful object, happy human). When emotional experience or emotion perception reaches higher-order processes (conscious stage), emotions may result in conscious feelings or behavioural intentions (desire to stay, revisit). Whereas short term and often unconscious emotional experiences result in feelings or intentions linked to a specific context (Schreuder et al., 2016). In terms of dual-process theories, the conscious state shapes behaviour directly, unconscious indirectly. Thus, even temporarily experienced emotional state can influence a wide range of customer judgements, due to the link of emotional experience with the cognitive processes that give rise to intuitive judgements (Thompson, 2014). This perspective highlights the importance of emotional state (experienced during consumption) to final customer judgement despite the way (consciously or subconsciously) it was processed.

6. Conceptual Framework Connecting Brand Communication and Customer Experience

In the relationship of expectations, emotional state, and (dis)satisfaction, expectations are the primary starting point, i.e., expectations, together with the emotional state experienced during the customer journey, determine the (dis)satisfaction of the customer, which forms the customer experience (Figure 2).

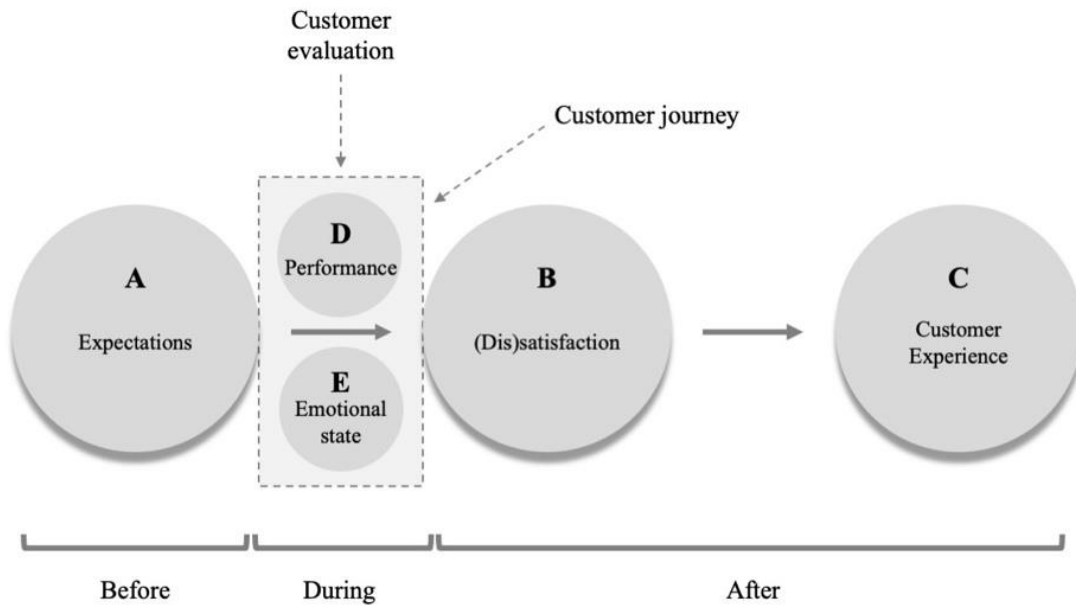


Figure 2. Expectations, emotional state and (dis)satisfaction dependency with the different stages of consumption

Figure 2 illustrates the flow of a customer experience origin occurring from the evaluation process of the customer. The evaluation process is an expression regarding the sum of expectations held before the consumption comparison with experience encountered during the consumption (including a quality aspect of a service or a product) and the emotional state experienced during the consumption. This evaluation is affected by both rational and automatic emotional customer conclusions. Due to this reason, subjective customer understanding is an indispensable condition of this evaluation. The representation of expectations, emotional state and (dis)satisfaction through dependency with the different stages of consumption highlights the sequence amongst these elements. Foremost, before the consumption, the customer forms individual expectations regarding a service or a product. Subsequently, during the consumption, occurs all the interactions between a brand and a customer. This interaction between a brand and a customer unfolds into a customer emotional state. Afterwards, after the consumption, follows the evaluation process of a customer (dis)satisfaction.

During the consumption (throughout the customer journey), the customer is affected by feelings, emotions, physical senses, occurring thoughts (customer thinking), and social factors (Schmitt, 2010). Whereas, after the consumption, during the evaluation of (dis)satisfaction, where the customer compares held expectations before consumption with perceived service or product performance, is affected by the emotional state experienced during the customer journey. Due to these peculiarities, customer experience may be negative even if expectations during the customer journey are fulfilled. This scenario is possible because of emotional state influence, i.e., if an experienced emotional state is substantially negative, the experience of service or a product in the customer perception can turn into a negative customer experience despite the fulfilment of expectations. Equal exchange is plausible in a contrary direction. Even if expectations during the customer journey are not fulfilled, the customer experience may be affirmative. If an experienced emotional state is substantially positive, the experience of service or a product in the customer perception can turn into a positive customer experience despite not fulfilled expectations. To assess the full extent of different interactions between emotional state and expectations, seven more different variations should be included: where expectations can be either fulfilled, not fulfilled, or exceeded, and the experienced emotional state can be either negative, positive, or neutral. If to exclude the emotional state from these variations, mathematical expression of interactions would solely look like this: a) $A > D = -B = -C$; b) $A < D = +B = +C$; c) $A = D = (+/-)B = (+/-)C$; where symbols of minus and plus refers to negative or positive output of satisfaction, and customer experience (Figure 2). When the emotional state supplements this interaction, the number of possible variations triples. An increase in variations highlights the emotional state role in the evaluation process. If this interaction is supplemented with an additional variable of each element intensity, for example, on the scale of -5 to +5, the possible variations increase even more. An increase in variations is so significant that it becomes difficult to cover all possibilities, even in a set environment. This growth in possible variations illustrates the difficulty of measurement of each element influence on customer experience. Though, at the same time, the growth in possibilities provides a new perspective. It exposes a degree of elements control, i.e., elements in the process of customer experience formation are either uncontrollable, partly controllable, or fully controllable. The uncontrollable elements depend on subjective and individual customer characteristics, surroundings, context, or other unexpected circumstances (Figure 3).

A look at customer experience formation through the degree of elements control highlights two aspects. First, unexpected circumstances can affect customer evaluation in a way that customer experience will be negative despite fulfilment or exceedance of expectations, and *vice versa*. Second, it reveals a clear space where brands can take actions and influence customer experience. Due to this reason, we can look beyond the evaluation process and expand this interaction with the antecedent of expectations. When communication element supplements this process, it underlines additional influence space where brands can partly affect expectations (Figure 3).

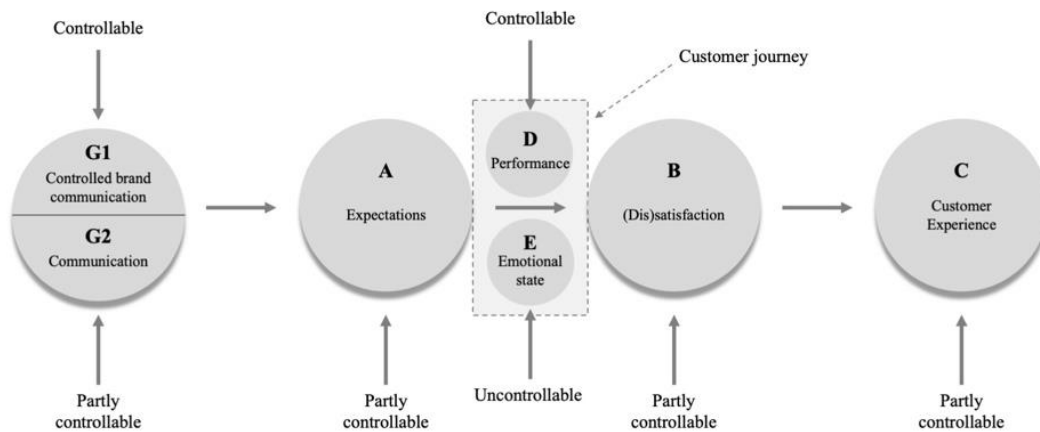


Figure 3. Conceptual framework connecting brand communication and customer experience

The communication element in Figure 3 is divided into two parts: *G1* and *G2*. The *G1* part represents controlled brand communication, i.e., all the information distributed through controlled communication channels. Also, the *G1* part includes the effects of tangible and intangible brand assets: awakened associations or values. *G2* part represents communication that is only partly controlled by a brand, i.e., all the information distributed through partly controlled channels as news media and uncontrolled sources as other customer reviews, and similar. In partly controlled communication, a brand is not necessarily the primary source of information. Therefore, this information is not necessarily accounted as a result of what a customer will receive from the service or a product. On the contrary, information received from a brand is perceived as a result of what customers will receive (Santos & Boote, 2003). Thus, a brand can influence customer experience with controlled communication or a service or product performance.

7. Conclusions and Future Implications

This paper explores the relationship between brand communication and customer experience. The representation of a brand in the customer perception is formed by all the actions of brand communication in all possible media, where the customer plays an active role by forming brand meanings in its own and other customers perceptions through reviews, opinions, recommendations, etc. Based on the entirety of encountered information before consumption, the customer forms its expectations as a subjective forecast of future consumption. While, during the encounter with all possible touchpoints (direct and indirect) with a brand and service or product consumption, customer experience emerges as a subjective state resulting from an aggregated experience from the emotional state experienced during the consumption and evaluation of service or product performance. During the consumption, even temporarily experienced emotional state can influence a wide range of customer judgements despite the way customers process it: consciously or subconsciously. Thus, the observations suggest expanding the research regarding customer experience from agreed interaction between expectations and (dis)satisfaction only to interactions between brand communication, expectations, emotional state (experienced during consumption), and (dis)satisfaction.

The proposed conceptual framework explains how these elements are related to customer experience, i.e., brand communication forms customer expectations held before the consumption, which influences the evaluation of (dis)satisfaction through comparison with the perceived performance, and in the aggregate with the emotional state experienced during the consumption results in (dis)satisfaction judgement. This perspective includes customer subjectivity in the evaluation process in terms of the time in which happens the consumption, not only in terms of expectations comparison with performance. The addition of the emotional state element accounts for the fact that,

during consumption, the customer is affected by feelings, emotions, physical senses, occurring thoughts, and social factors. Along, it expands the explanation why customer experience may be negative despite fulfilment or exceedance of expectations, and *vice versa*. This outlook emphasizes intuitive and non-rational customer judgement. In addition, the proposed conceptual framework provides a viewpoint of the customer experience process through uncontrollable, partly controllable, or fully controllable elements. The degree of element control highlights where brands can take actions to influence customer experience. Nevertheless, the proposed conceptual framework needs to be further examined using quantitative and qualitative measures.

Works Cited

- Barger, V., Peltier, J., & Schultz, D. (2016). Social media and consumer engagement: A review and research agenda. *Journal of Research in Interactive Marketing*, 10, 268-287. doi: 10.1108/JRIM-06-2016-0065
- Barry, A. (2002). Perception and Visual Communication Theory. *Journal of Visual Literacy*, 22(1), 91-106, doi: 10.1080/23796529.2002.11674583
- Batat, W. (2019). Experiential Marketing: Consumer Behavior, Customer Experience and The 7Es. doi: 10.4324/9781315232201
- Binet, L., Carter, S. (2018). How not to plan. *Troubador Publishing Ltd.*
- Braun-La-Tour, K., Latour, M. (2013). Transforming consumer experience: When timing matters. *Journal of Advertising*, 34(3), 19-30. doi: 10.1080/00913367.2005.10639204
- Bueno, E., Brenner Beauchamp Weber, T., Bomfim, E., & Takashi Kato, H. (2019) Measuring customer experience in service: A systematic review. *The Service Industries Journal*, 39:11-12, 779-798. doi: 10.1080/02642069.2018.1561873
- Camarrone, F. & Hulle, Van M. M. (2019). Measuring brand association strength with EEG: A single-trial N400 ERP study. *PLoS One*, 14(6), doi: 10.1371/journal.pone.0217125
- Chang, W., Taylor, S. (2014). The Effectiveness of Customer Participation in New Product Development: A Meta-Analysis. *Journal of Marketing*, 80(1), 47-64. doi: 10.1509/jm.14.0057
- Chernatony, L., Dall'Olmo Riley F. (1998). Defining A "Brand": Beyond The Literature With Experts' Interpretations. *Journal of Marketing Management*, 14(5), 417-443, doi: 10.1362/026725798784867798
- Frank, B., Enkawa, T. (2009). Economic influences on perceived value, quality expectations and customer satisfaction. *International IJC*, 33(1), 72-82. doi: 10.1111/j.1470-6431.2008.00731.x
- Haase, J., Wiedmann, K. P. & Labenz, F. (2018). Effects of consumer sensory perception on brand performance. *Journal of Consumer Marketing*, <https://doi.org/10.1108/JCM-10-2017-2404>
- Hsieh, Y., Yuan, S. (2019). Toward a theoretical framework of service experience: perspectives from customer expectation and customer emotion. *Total Quality Management & Business Excellence*. doi: 10.1080/14783363.2019.1596021
- Hu, P., Ding, D., & Verma, R. (2009). The Impact of Service System Design and Flow Experience on Customer Satisfaction in Online Financial Services. *Journal of Service Research*, 13(1), 96-110. doi: 10.1177/1094670509350674
- Johnston, R., Kong, X. (2011). The customer experience: A roadmap for improvement. *Managing Service Quality*, 21, 5-24. doi: 10.1108/09604521111100225
- Kahneman, D. (2011). Thinking Fast and Slow. *Clays Ltd.*
- Kim, Y., Park, Y., & Choi, J. (2017). A study on the adoption of IoT smart home service: using Value-based Adoption Model. *Total Quality Management & Business Excellence*, 28:9-10, 1149-1165. doi: 10.1080/14783363.2017.1310708
- Korgaonkar, P., Moschis, G. (1982) An Experimental Study of Cognitive Dissonance, Product Involvement, Expectations, Performance and Consumer Judgement of Product Performance. *Journal of Advertising*, 11(3), 32-44. doi: 10.1080/00913367.1982.10672810

- Lazard, A., Bock, M., & Mackert, M. (2020). Impact of photo manipulation and visual literacy on consumers' responses to persuasive communication. *Journal of Visual Literacy*, 39(2), 90-110. doi: 10.1080/1051144X.2020.1737907
- Lemon, K., Verhoef, P. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80(6), 69-96 . doi: 10.1509/jm.15.0420
- Meyer, C., Schwager, A. (2007). Understanding Customer Experience. *Harvard business review*, 85, 116-26.
- Miao, Li. (2019). Complaints and resolutions in a peer-to-peer business model. *International Journal of Hospitality Management*, 81, 239-248. doi: 10.1016/j.ijhm.2019.04.026
- Ofir, C., Simonson, I. (2005). The Effect of Stating Expectations on Customer Satisfaction and Shopping Experience. *Stanford University, Graduate School of Business, Research Papers*. 44. doi: 10.1509/jmkr.44.1.164
- Oliver, R.L. (1997). Satisfaction: A Behavioral Perspective on the Consumer. *The McGraw-Hill Companies, Inc.*, New York.
- Padgett, D., Allen, D. (1997) Communicating Experiences: A Narrative Approach to Creating Service Brand Image. *Journal of Advertising*, 26(4), 49-62. doi: 10.1080/00913367.1997.10673535
- Pine, J., Gilmore, J. (1999). The experience Economy. *Harvard Business Press*.
- Pol, H., Galetzka, M., & Pruyn, A. (2020) New Perspectives on Customer Relationships: How Relational Models Influence Customer Experience and How They Are Activated. *Journal of Relationship Marketing*, 19(1), 29-51. doi: 10.1080/15332667.2019.1664868
- Santos, J., Boote, J. (2003). A theoretical exploration and model of consumer expectations, post-purchase affective states and affective behavior. *Journal of Consumer Behavior*, 3(2), 142-156. doi: 10.1002/cb.129
- Schmitt, B. (2010). Experience Marketing: Concepts, Frameworks and Consumer Insights. *Foundations and Trends in Marketing*. 5, 55-112. doi: 10.1561/17000000027
- Schmitt, B., Zarantonello, L. (2015). From experiential psychology to consumer experience. *Journal of Consumer Psychology*, 25(1), 166-171. doi: 10.1016/j.jcps.2014.09.001
- Schmitt, B.(1999). Experiential Marketing. *Journal of Marketing Management*, 15(1-3), 53-67. doi: 10.1362/026725799784870496
- Schreuder, E., Erp, Van J., Toet, A. & Kallen, L. V. (2016). Emotional Responses to Multisensory Environmental Stimuli: A Conceptual Framework and Literature Review. *SAGE Open*, 6:1, 1-19, <https://doi.org/10.1177/2158244016630591>
- Spreng, R., Page, T. (2001). The impact of confidence in expectations on consumer satisfaction. *Psychology and Marketing*, 18(11), 1187-1204. doi: 10.1002/mar.1049
- Teng, S., Khong, K., & Goh, W. (2015). Persuasive Communication: A Study of Major Attitude-Behavior Theories in a Social Media Context. *Journal of Internet Commerce*, 14(1), 42-64, doi: 10.1080/15332861.2015.1006515
- Thompson, A. V. (2014). What Intuitions Are... and Are Not. *The Psychology of Learning and Motivation*, 60, 35-75, <https://doi.org/10.1016/B978-0-12-800090-8.00002-0>