



Designing a Customer Experience Management Model  
in the Field of Car Relief Services  
(The Mixed Methods Research)

**Mahmoud Eghbali**<sup>1</sup>

**Hamid Saeedi**<sup>2</sup>

**Hamid reza Saeednia**<sup>3</sup>

**Abstract**

The purpose of this study is to propose the model of designing a customer experience management model in the field of car relief services. In this study, the researcher used a mixed method. In this research, the researcher has used a combined approach. For this purpose, in the first study, to identify the components of customer experience management components from Grounded Theory approach, and in the second study, the model test was used using quantitative method. Protocol and in-depth interview with twenty senior managers were the first tools for gathering data, and in a quantitative method, required data were collected from 330 customers of Iran Khodro and analyzed by PLS software. The researcher conducted 20 interviews, theoretically saturated, and finally extracted 152 open source codes. Based on the theoretical literature, the researcher conducted axial and selective coding and presented the results in six main dimensions and thirty-three sub dimensions. The researcher includes six main dimensions brand satisfaction, customer experience, brand dependence, strategy, brand trust, customer support of the purchase and thirty-two sub-dimensions. The results also showed that customers' mental conflict in products with high and low involvement conflict leads to trust and loyalty to the brand, because loyalty to the brand is emotional and cognitive in nature

**Keywords**

*Customer Experience, Car relief Services, Mix Method*

Received: 20/08/2021

Accepted: 22/11/2021

<sup>1</sup> PhD Student, Department of Business Administration, U.A.E. Branch, Islamic Azad University, Dubai, United Arab Emirates

<sup>2</sup> Assistant Professor, Department of Business Management, Shahre Rey Branch, Islamic Azad University, Tehran, Iran, Correspond Author : hsaeedi@gmail.com

<sup>3</sup> Associate Professor, Department of Business Management, North Tehran Branch, Islamic Azad University, Tehran, Iran

### Introduction

From a marketing perspective, customers are the reason companies exist, and customer satisfaction is the goal and mission of any business and customer experience management enables retaining valued customers and provides a forward-looking view of what customers expect from the company (Thomson 2005). It is through focusing on new customer demands that organizations can protect themselves against losing customers. Therefore, customer experience management is an approach that provides a context to make it possible to establish and maintain customer relationships (Teixeira et al 2012). The customer experience management process begins with identifying key parts of the organization that are at the tip of the customer service arrow (Moutinho 2009). Customer feedback is collected, analyzed, and used to gather information about their level of satisfaction (Bain Atavi 2009 and Habork 2006). Overall, customer experience management provides an extremely powerful framework for decision making (Bolton, 2013). Some thinkers consider the customer experience as his mental reaction to direct or indirect communication with the company's brand which it includes all aspects of a service, including capabilities, type of advertising and promotion, appearance, reliability, etc. (Jaakkola et al. 2015) In marketing studies, the term customer experience has only been around for a few years in a customer-oriented vocabulary. Hence the importance of understanding it, the pace is accelerating and leading companies are investing heavily in creating a pleasant experience for their customers. Because this concept is known as a factor of success in the present age (Lemik 2011). Experience as a part of marketing contains messages about which brand, how and by what means is better understood by customers (Garwal et al., 2009). Some businesses have been creating and managing experience for many years without really realizing the importance and features of value creation for the customer. Today, the concept of customer experience is widely understood and used as an optimal strategy by market leaders to create value and gain a competitive

advantage (Klaus and Maklan, 2011). Implementing a customer experience management program is a creative and analytical process that focuses on strategy and performance (Verleye, 2015). Therefore, paying attention to the customer experience and its proper management can affect customer loyalty. In fact, customer experience management is a strategic process that shows the company's performance in environmental analysis (Homburg et al. 2015). In the past, people like Abbott (1955) and Alderson (1957) have focused on the notion that what people really want is not the products themselves, rather, it is the satisfying experiences that people gain from interacting with a brand. In the 1980s, empirical theorists gained a broader perspective on the behavior of individuals, especially in the area of recognizing the importance of fundamental aspects of decision-making and empiricism (Lehman and Verhoeff 2016). Schmidt, Bracus, and Zarantonlo (2015) suggest that service delivery, regardless of its nature and form, leads to a customer experience (Zarantolo Braca, Schmidt 2015). This extensible perspective naturally looks at the customer experience as a whole, which includes cognitive, emotional, sensory, social, and customer responses to all interactions with a company. In recent business activities, the customer experience is defined as: Includes various dimensions of the company's offer, quality of customer needs care, advertising, packaging, product and service features, ease of use and reliability, and this is the internal and mental response that is formed in direct and indirect interaction with the organization (Mir and Sugar 2007). Today's customers, who are influenced by technology and are very aware and active in the digital space, expect personal experiences tailored to their interests in all stages and moments of interaction with companies (Forrester 2014). (Clos & Maclan 2013). Many companies are aware that they need to build credibility for their business and improve their image in the minds of customers by raising the quality of services and creating brand value, to be able to create more brand dependence among customers (Kandampully and Solnet 2015). Studies show that customers make good

use of their product experience when they are looking for more advertising. Consumers often interfere with their personal perceptions when choosing a brand, and if they have a positive perception and prefer the brand, they repeat the purchase from the brand (Sparks and Browning, 2011). The more obvious the level of customer satisfaction-based service delivery, the greater the likelihood of loyalty. Loyalty refers to the positive feeling of the consumer towards a particular brand. (Caru and Cova 2015). On the other hand, due to the existence of highly competitive markets, customer loyalty can lead to profitability for organizations. Because the volume and frequency of purchases or visits of loyal customers is more and you are introduced to others. On the other hand, customer loyalty largely depends on his understanding of the organization and the experience he gains from communicating and interacting with the organization. (Gentle 2017) Creating a positive experience in the mind of the customer is always a prominent and main goal for managers. Based on a recent study by Asuncher, when asked by executives about their top priorities for the next twelve months, customer experience improvement came out on top. Companies like Amazon and Google now have managers who are responsible for creating and managing their customer experience (Ponsignon et al. 2015). Schmidt was one of the first researchers to emphasize the importance of the customer experience, and Payne and Gilmore (2018) specifically addressed the importance of experiences in today's society, as well as the opportunities that companies can gain from creating and maintaining strong customer experiences. Every time the customer and the organization interact, the customer understands things about the organization and, depending on what they have experienced, may change their behavior and affect their individual profitability. (Schmit, 2010). Organizations that have defined the customer experience approach in their organizational strategies have followed the implementation of this mechanism based on the implementation steps and have established it in their organization. But what is important is to continue on the path and

achieve excellence in interacting with the customer and creating enjoyable experiences for him, perhaps one of the main reasons for this is the institutionalization of this approach in the organizational culture of companies. There is no doubt that those businesses that are improving the customer experience have started important work because they know that this is one of the most important ways to maintain profitability and increase the organization's sales. (Salem 2012) But is culture the only variable that organizations need to consider in order to achieve excellence and maturity in customer experience management? According to the studies conducted in the field of research studies and research records, it seems that the answer to this question will be no. According to the presented materials, the researcher believes that the customer experience of the concept of loyalty is the main challenge of this research.

### **Background**

Since 1960, many concepts about the customer experience have been developed. According to the Oxford English Dictionary, the word experience means real observation or practical acquaintance with truth or events (Klaus and Maklan 2013). The concept of customer experience was first introduced by Holbrooke and Herchman in 1982. First, the concept of customer experience examined the rational decision-making by customers, then examined the factors that address the behavioral aspect of the customer (Schmidt 2011). The customer will always have a real experience of the organization's services in mind as well as a symbolic and sensual attitude and state of mind by the marketer and the customer in pleasant states, created meaningfully and reminiscent, and this experience can be created in a tangible and intangible way or both (Mac Gilawi 2014). The customer experience is a fascinating action that is created jointly between the creator and the customer himself, and where the customer understands the values and keeps them in memory. Customer experience features should include five dimensions or features

that include freshness, learning, personal communication, surprise and customer engagement (Paulson et al., 2014). It also understands experience as a learning process that occurs over time and the customer responds to various aspects of the service. Customer experience means the perception or feeling of a service that the customer is away from or facing. The customer experience has a number of complex elements that are mentally and materially influential and exemplary and the customer deals with and understands it (Gazzoli et al.; Zhang, Bai, and Lu 2014). The customer experience is actually a set of interactions between the customer, the product and a company or organization, these interactions continue to increase, reflecting personal experiences and customer engagement at different levels, which its evaluation depends on comparing customer expectations with the stimuli the company offers and matching different moments of interaction with the tangible points. This definition covers the communication, physical, effectiveness, cognitive and sensory parts (Gentle et al., 2017). Customers, on the other hand, have a variety of needs whose satisfaction stems from their experiences (Sharma, 2015). In a discussion of the hierarchy of customer experience needs, Shaw outlined the issues that might result from the customer experience (Satish 2013). Patricio claims that the two end parts (physical part) are common between different industries and all companies must prepare them and it's very difficult for a company to be different, and also the two top layers that show the emotional elements are important in a complete customer evaluation. These two sectors are important because of their competitive differences between companies and the competitive advantage of companies depends on the extent of their efforts to improve these factors in creating customer experience and factors related to the hierarchy of customer experience needs (Patricio et al., 2008). The terms travel, relocation, and transportation are rooted in the history of human life, and along with social and economic development, the motivation for relocation has varied according to the level of societies, as the promotion and expansion of the use of private

cars led to many non-specialists becoming private car repairers, in industrial societies, "car relief services " was introduced as a social need to meet the relief needs and car services of customers and citizens. The main goal of car relief is to achieve customer satisfaction and loyalty and in order to increase confidence, trust and peace of mind, providing various relief or on-site services, providing special services to women and other subscribers. Part of this service is one of the newest types of service in the world of modernity and car relief services, which considers customer satisfaction as its greatest asset, provides these services to subscribers with all its might. To enjoy the trust of customers as car owners and consumers of this type of service that great strides have been made in this area, but achieving complete customer satisfaction requires the provision of more desirable and quality services in the shortest possible time. With these interpretations, one of the issues that has not been properly considered in car and driving culture is the use of car assistance services. Car relief's services are service companies and, as their name implies, provide relief services to cars and other commercial and commercial vehicles (less than ten years old for repairs and for transportation, without limiting the life of the car). Car relief services companies have been operating for many years with the aim of providing relief services to customers and car owners across the country and their services should be based on the development of after-sales service. Providing automotive and relief services in industrial communities that are pioneers in the automotive industry, it was developed many years ago and they are one of the inventors of new relief systems in the world.

### **Method**

In the present study, the researcher has used data-based theory in the qualitative stage to achieve his conceptual model. The ultimate goal of data-based theory is to provide comprehensive theoretical explanations of specific phenomena, and this strategy transforms data obtained from information sources into categories and theories. In this research, an

attempt is made to conceptualize, compile and analyze in such a way that the conceptual and paradigmatic framework of the researcher is developed. The practical implementation of the data theory strategy begins with the coding process. Strauss and Corbin proposed three methods of open coding, axial coding, and selective coding. The final model of the researcher is presented in Figure 1, i.e. after the initial model was extracted from the qualitative method, the researcher has used structural equations and regression to answer the question of how much the model produced by the researcher can be adapted to reality; that is, at this stage, using field data collected and using PLS software, the conceptual model obtained from the strategy of data foundation theory is evaluated. Quantitative researcher research method in this section has been descriptive-survey type. The sampling strategy in this section is random. The statistical population of this section has been the customers of Iran Khodro products. Based on this, 320 questionnaires were the basis for analyzing research data in the quantitative section and model testing that this data is first sorted in SPSS software and then analyzed with PLS software. Cronbach's alpha was also used to evaluate the reliability of the study, which was 0.886 in this study. Given that the calculated Cronbach's alpha coefficient is more than 0.667 (with an approximation of  $\alpha > 0.7$ ), it can be said that it has acceptable reliability and trust. The validity or structural validity of the researcher conceptual model has also been investigated using the confirmatory factor analysis approach; the results of this test are given in Table 1.

Table 1

*KMO and Bartlett test results*

Test values	Test parameters
0.887	KMO For adequate sampling
2381.780	Amount of $x^2$
136	Df
0.000	Sig

Bartlett test outputs



In this study, the value of the index calculated for this study is equal to 0.88, which is higher than the acceptable minimum ( $KMO > 0.6$ ). In fact, the closer the index value is to 1, the more appropriate the data to be analyzed. In addition, the total cumulative explained variance (TCVE) for the factors and dimensions of the research model is 0.84, which shows the high power of the model to explain the changes in research findings. In the second part of the table, the test results are checked that when a known correlation matrix (mathematically a single matrix) is inappropriate for identifying a structure (factor model) that for this purpose, we can refer to the significance of the Sig test. If the Sig value of the Bartlett test is less than 0.05, factor analysis is appropriate to identify the factor structure or model; because the assumption that the correlation matrix is known is rejected. As can be seen, the Sig value in this test is zero ( $Sig = 0.000$ ), and this is confirmed. Also, all factor loads related to the variables and dimensions of the research were more than the theoretically acceptable level ( $FL > 0.3$  or  $FL < 0.4$ ). The statistical population of the qualitative part of this research consists of two parts. In the first step, the researcher selected academics and experts who have had a remarkable, scientific and practical effect in the field of customer experience in the automotive industry; and in the second step, he had an interview with the managers of the car relief service centers, so that he could get more complete information about the subject of interest. The researcher has started coding after each interview with the experts. Because qualitative research is exploratory in nature and requires the participation of a small number of respondents. The sampling strategy in this research and in the qualitative part was in the form of a snowball (chain). The criterion of sample size was in the qualitative part of achieving theoretical saturation, in the sense that in the interviews with the statistical community, no new index or structure was identified. In this study, the researcher conducted 20 interviews to achieve theoretical saturation and finally extracted 152 open codes and after that, based on theoretical studies, it has undertaken axial and selective coding. In the

qualitative part of the research, the researcher has used the reliability of retest (stability index) and intra-subject agreement method (repeatability index) to evaluate the reliability of the interviews. The results showed that the reliability of the retest was 84% and the inter-subject agreement index was 77%, which considering that the reliability rate is more than 60%, it can be said that the reliability or reliability of the coders has been confirmed. Also, the validity of qualitative research, according to the naturalistic and pluralistic approach, depends on the researcher's abilities to implement it. Validity or validity in the qualitative stage, especially qualitative interviews, deals with the two issues of reality and knowledge. For this purpose, in the seven proposed stages of qualitative research, which include, determining the subject, design, location and conditions of the interview, taking notes of the interviews, analyzing, verifying and reporting the validity, this validity has been reviewed and confirmed step by step.

## Findings

### Open Coding

Using the data theory strategy, which specifically relied on the model proposed by Strauss and Corbin in this study, the obtained data were analyzed. Relying on the data theory strategy, the open coding process began immediately after each interview. With this method, at each stage, the codes extracted from the interviews were given appropriate concepts and labels to identify the basic concepts and key categories of the research. These categories must be abstract enough to be able to integrate well-defined concepts and sub-codes for their wider theoretical scope and inclusion. Hence, more than 152 significant or essential points were obtained from qualitative interviews.

### Axial coding

Axial coding links categories and subcategories according to their dimensions and characteristics. Strauss and Corbin analytical tools were used to discover how the categories relate to each other. The main tools

of this analytical tool include conditions, actions, reactions and consequences. There are events that create and describe situations and issues related to a phenomenon that individuals and groups respond to why and how in specific ways. Causal conditions include items that directly affect the phenomenon of customer experience and loyalty.

Table 2

*Categories Related to Causal Conditions*

General category	Subcategory
Satisfaction with service	Providing relief services to subscribers
	Having a reliable car towing system
	Remote technical advice (telephone set-up)
	Upgrade satisfaction with on-site relief services
	Fix car problem in place

Indicates a specific set of features related to the phenomenon that generally refers to the location of relevant events and happenings. Contextual characteristics include factors without which it is not possible to implement customer relationship management. That is, the context can provide specific conditions in which strategies for managing, controlling, and responding to the phenomenon take place. These factors are shown in (Table 3).

Table 3

*Categories and Concepts Related to Contextual Conditions*

General category	Subcategory
Trust	Compensation for accidents caused by a gold card
	Providing periodic services
	Guarantee parts and services provided
	High diversity of mobile services
	Avoid wasting customer time
	respect to customer

Interventional terms include more general terms such as time, space, and culture that act as facilitators or limiters of strategies. These conditions act to facilitate or limit action / interaction in a particular context. These factors are shown in (Table 4).

Table 4

*Categories and Concepts Related to Intervening Conditions*

<b>General category</b>	<b>Subcategory</b>
Relief support	Reduce the waiting time from the moment of contacting the car relief service
	Reduce the time to register and accept relief
	Timely supply of parts needed for car repair
	Customer satisfaction with car costs

The phenomenon in question must be central, meaning that all other major categories can be related to it and appear repeatedly in the data. In the sense that in all or almost all cases, there are signs that point to that concept. These factors (Table 5) show the central category.

Table 5

*Categories and Concepts Related to the Central Phenomenon*

<b>General category</b>	<b>Subcategory</b>
Customer experience	Minimum time to receive services
	Neatness of car relief service personnel
	Quality of customer service
	Accelerate after-sales service
	Perform various tests with a troubleshooter

The output is the central category of the model and ends with the consequences (Table 6) shows the categories and concepts related to the strategies.

Table 6

*Categories and Concepts Related to Strategies*

<b>General category</b>	<b>Subcategory</b>
Strategy	Improving the quality of services
	Trying to create a pleasant experience
	Reasonable pricing
	How to inform about additional repairs
	Accountability of employees
	Providing intelligent relief services using mobile app, automatic positioning, smart dispatch and ...

They are the outputs or results of actions and reactions. (Table 7). It deals with categories and concepts related to consequences.

Table 7

*Categories and Concepts Related to Consequences*

<b>General category</b>	<b>Subcategory</b>
Loyalty	Reliability of car relief brand
	Renew the subscription
	Increase profitability
	Oral advertising
	Reduce marketing costs

**Selective Coding**

Selective coding applies the results of the previous coding steps, selects the main categories, relates it systematically to other categories, validates communications and develops categories that need further closure and development. The paradigm model of this research was designed based on the paradigm model of Strauss and Corbin. Also, based on the data theory strategy, after this stage, the axial and selective coding process was performed to achieve the key and basic dimensions and categories of the research and to extract the conceptual model of the research. From the combination of key points and extracted codes, a total of 152 basic or key concepts were obtained and through this and based on them, six main categories of the research model were extracted.

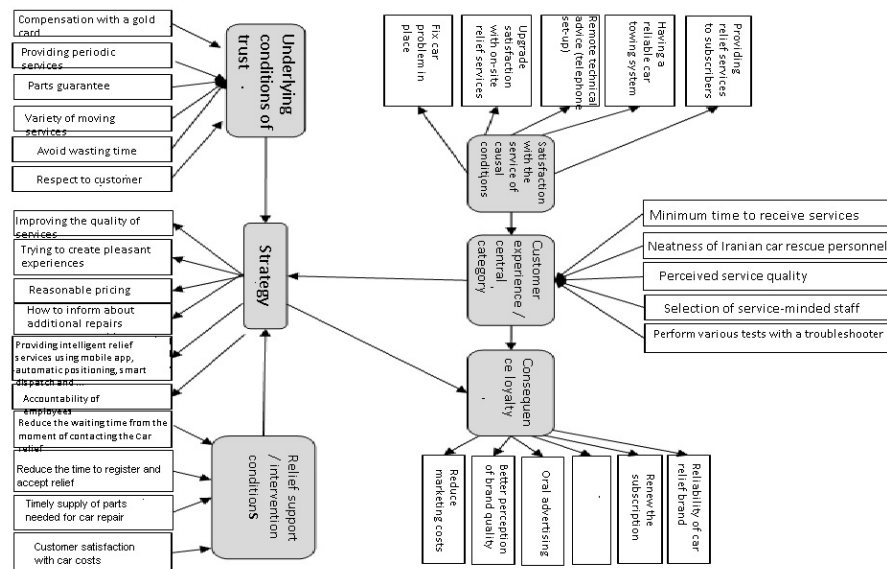


Figure 1  
*Researcher Paradigm Model*

According to descriptive statistics, the highest percentage of respondents belonged to women (64%) and the lowest to men (36%). The highest percentage was for ages between 30 and 35 (52%) and the lowest was more than 40 (6%). The highest percentage of education was undergraduate (75%) and also 68% of the respondents were single. In order to check the normality of the variables, Kolmogorov-Smirnov test according to Table 8 was used. Based on the results, the level of significance of all variables is less than the error rate of 0.05, based on this, the assumption that the variables are abnormal was proved, in which case non-parametric tests are used.

Table 8

*Kolmogorov-Smirnov Test*

Variables	Significance level K-S	Condition
Satisfaction with service	0/121	normal
Customer experience	0/235	normal
Loyalty	0/427	normal
Strategy	0/079	normal
Relief support	0/057	normal

Table 9 shows the average value of responses in the variables. Considering the choice of a 5-point Likert scale for the questions that make up the research variables, the values obtained from the opinions of the respondents should be examined, to clarify whether the average of their responses on average differs from 3 (the middle number of the Likert spectrum).

Table 9

*Average Response*

Variable	Average	Standard deviation	Variance
Satisfaction with service	4/15	0/79	0/63
Customer experience	4/02	0/80	0/73
Loyalty	4/16	0/72	0/52
Strategy	4/10	0/74	0/55
Relief support	4/03	0/80	0/75

Validity means how you can be sure that the questions set in the measurement tool will measure what you need to measure. Content validity and construct validity were used to ensure the validity of this research questionnaire. This index is in the range of zero to one. If the index value is close to one, the data for the results of factor analysis are suitable for the data for factor analysis, and otherwise less than 0.5 are usually not very suitable. Bartlett sphericity test: This test examines when a correlation matrix, known mathematically as a single matrix. The correlation matrix has two states: The first case when the correlation

matrix between variables is a single matrix, in this case, the variables are not significantly related to each other and therefore it is not possible to identify new factors based on the correlation of variables with each other. The second case is when the correlation matrix between the variables is not a single matrix, in which case there is a significant relationship between the variables. Therefore, it is possible to identify and define new factors based on the correlation of variables. If the significance of Bartlett test is less than 5%, it is a suitable factor, because the assumption that the correlation matrix is known is rejected. The purpose of reliability is that if we give the measurement tool several times in a short period of time and to a single group of people, the results will be close to each other. To measure reliability, we use an indicator called the "reliability coefficient" and its size usually varies between zero and one. The reliability coefficient of "zero" indicates unreliability and the reliability coefficient of "one" indicates complete reliability. The main purpose of using Cronbach's alpha test is to examine the degree of internal consistency of items on a scale which is prepared through the indexing process. In this study, Cronbach's alpha test was used to evaluate the reliability of the questionnaire, the results of which are given in the table below. Usually alpha less than 0.6 has poor reliability, 0.6 to 0.8 is acceptable and higher than 0.8 indicates high reliability. Obviously, the closer this number is to one, the better. In this study, as mentioned, after collecting data from the prototype, the data were entered into SPSS software. And Cronbach's alpha coefficient was calculated, which indicates the high reliability of the questionnaire.

Table 10  
*Cronbach's Alpha*

Variable	Factor load	Source of research questions	Cronbach's alpha
Satisfaction with service	0/65	Okazaki & Taylor (2018) Salo & Tahtinen (2015)	.81



## DESIGNING A CUSTOMER EXPERIENCE MANAGEMENT MODEL

Variable	Factor load	Source of research questions	Cronbach's alpha
Customer experience	0/75	Okazaki & Taylor (2018)	.81
Loyalty	0/69	Okazaki & Taylor (2018) Leppaniemi & Heikki (2015) Jingjun Xu (2017)	.87
Strategy	0/82	Okazaki & Taylor (2018) Scharl, Dickinger, Murphy (2005)	.85
Relief support	0/87	Rossiter (2017)	0/89

In the case of significant correlation or non-correlation, independent and dependent variables are examined. If the relationship between the two variables is higher than the absolute value of 1.96, it means that there is a significant relationship between the two variables. And in the case of model with factor loads, the amount of effect that independent variables have on the dependent is analyzed. According to Figures 3 and 4, since the coefficients t for all paths are greater than 1.96, therefore, it can be concluded that this path is significant and the model is approved at a 95% confidence level.

Table 11

*Path Coefficients*

Path coefficients	Direction
14.825	Customer service satisfaction → customer experience
7.372	Customer experience → Loyalty
152.56	Customer experience → Relief support
3.193	Relief Support → Loyalty
2.793	Brand Strategy → Loyalty

The coefficient of determination is the main criterion for evaluating the endogenous latent variables of the structural model. The value of the coefficient of determination is always a number between zero and one.

The values of the coefficient of determination equal to 0.67, 0.33 and 0.19 are described as significant, moderate and weak, respectively, in the PLS path models. If the structures of a given internal path model describe an endogenous latent variable with a small number (one or two) of exogenous latent variables, the mean coefficient of determination is acceptable; But if the endogenous latent variable relies on several latent exogenous variables, the value of the coefficient of determination must be at a considerable level; That is, it is greater than 0.67. Otherwise, doubts are raised about the theoretical basis of the model and show that the model is incapable of describing endogenous latent variables, which after execution in PLS software.

Table 12

*Endogenous Latent Variables*

Endogenous latent variables	R <sup>2</sup>
Satisfaction with service	0.635
Customer experience	0.780
Loyalty	0.823
Strategy	0.816
Relief support	0.863

As in the table above, the coefficient of determination for all variables is greater than 0.67, which means that in this study the variables have been correctly identified. Given the value obtained for GOF of 0.72, a very good fit of the overall model is confirmed.

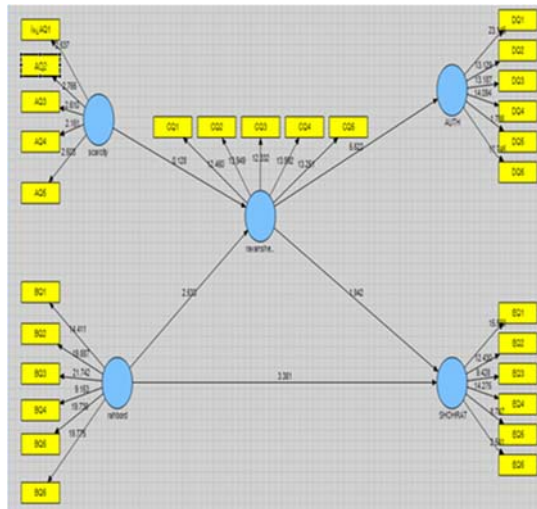


Figure 2  
 Model for Measuring Variables

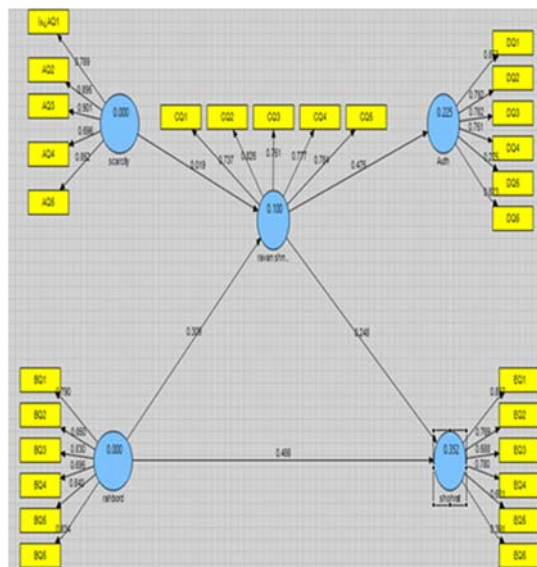


Figure 3  
 The Final Structural Model

The overall fit index of the model indicates that the model used has a good fit, which means that the collected data supports the conceptual model of the research and the model in question is close to reality, the value of which determines the model has a good fit.

### Conclusion

Today, the growing relationship of loyalty with the customer experience is increasingly emphasized and has formed one of the foundations of contemporary marketing. Because not only quality, but also creating a pleasant experience differentiates an enterprise. In this research, an attempt was made to design and explain the customer experience model using the data foundation approach. The required data was collected from experts and according to the three coding's, finally the researcher paradigm model was formed. Comparison of this model with previous research indicates that the model of this research has a multiple approach and deals with its consequences and causal relationships between variables and tries to eliminate the shortcomings of past research. The positive effect of customer experience on brand trust was consistent with the results of research by Pedelino et al. (2015) and in the form of behavioral consequences, it is shown in the form of repeated purchases due to a pleasant experience. Reliability, honesty, consistency and naturalness, on the other hand, are aspects of the customer experience which affects the perceived quality of customer-brand relationships in services and products with high and low mental involvement for customers. Also, the mental involvement of customers in men and women is different in purchasing decisions that should be considered by managers.

### References

Forrester Research (2014), "Customer experience maturity defined", available at: [www.forrester.com/report/Customer%20Experience%20Maturity%20Defined/-/E-RES59376](http://www.forrester.com/report/Customer%20Experience%20Maturity%20Defined/-/E-RES59376)] (accessed 22 April 2016).

- Gazzoli, G., Hancer, M. and Kim, B.P. (2013), "Explaining why employee-customer orientation influences customers' perceptions of the service encounter", *Journal of Service Management*, Vol. 24 No. 4, pp. 382-400.
- Gentile, C., Spiller, N. and Noci, G. (2007), "How to sustain the customer experience: an overview of experience components that co-create value with the customer", *European Management Journal*, Vol. 25 No. 5, pp. 395-410.
- Grewal, D., Levy, M. and Kumar, V. (2009), "Customer experience management in retailing: an organizing framework", *Journal of Retailing*, Vol. 85 No. 1, pp. 1-14.
- Homburg, C., Jozić, D. and Kuehnl, C. (2015), "Customer experience management: toward implementing an evolving marketing concept", *Journal of the Academy of Marketing Science*, Vol. 45 No. 3, pp. 1-25.
- Jaakkola, E., Helkkula, A. and Aarikka-Stenroos, L. (2015), "Service experience co-creation: conceptualization, implications, and future research directions", *Journal of Service Management*, Vol. 26 No. 2, pp. 182-205.
- Jung, H.S. and Yoon, H.H. (2015), "Understanding regulatory focuses: the role of employees' regulatory focus in stress coping styles, and turnover intent to a five-star hotel", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 2, pp. 283-307.
- Kandampully, J. and Solnet, D. (2015), *Service Management: Principles for Hospitality and Tourism*, Kendall Hunt Publishing, Iowa.
- Kandampully, J., Keating, B.W., Kim, B.P., Mattila, A.S. and Solnet, D. (2014), "Service research in the hospitality literature insights from a systematic review", *Cornell Hospitality Quarterly*, Vol. 55 No. 3, pp. 287-299.
- Kandampully, J., Zhang, T. and Bilgihan, A. (2015), "Customer loyalty: a review and future directions with a special focus on the hospitality industry", *International Journal of Contemporary Hospitality Management*, Vol. 27 No. 3, pp. 379-414.
- Klaus, P. and Maklan, S. (2011), "Bridging the gap for destination extreme sports: a model of sports tourism customer experience", *Journal of Marketing Management*, Vol. 27 Nos 13/14, pp. 1341-1365.
- Klaus, P. and Maklan, S. (2013), "Towards a better measure of customer experience", *International Journal of Market Research*, Vol. 55 No. 2, pp. 227-246.
- Lemke, F., Clark, M. and Wilson, H. (2011), "Customer experience quality: an exploration in business and consumer contexts using repertory grid technique", *Journal of the Academy of Marketing Science*, Vol. 39 No. 6, pp. 846-869

- MacGillavry, K. and Wilson, A. (2014), "Delivering loyalty via customer experience management at DHL freight", *Global Business & Organizational Excellence*, Vol. 33 No. 6, pp. 6-20.
- Patrício, L., Fisk, R.P. and Falcão e Cunha, J. (2008), "Designing multi-interface service experiences", *Journal of Service Research*, Vol. 10 No. 4, pp. 318-334.
- Ponsignon, F., Klaus, P. and Maull, R.S. (2015), "Experience co-creation in financial services: an empirical exploration", *Journal of Service Management*, Vol. 26 No. 2, pp. 295-320.
- Prebensen, N.K., Vittersø, J. and Dahl, T.I. (2013), "Value co-creation significance of tourist resources", *Annals of Tourism Research*, Vol. 42, pp. 240-261.
- Salem-Mhamdia, B.A. and Ghadhab, B. (2012), "Value management and activity based costing model in the Tunisian restaurant", *International Journal of Contemporary Hospitality Management*, Vol. 24 No. 2, pp. 269-288.
- Sathish, A.S. and Venkatesakumar, R. (2011), "Coffee experience and drivers of satisfaction, loyalty in a coffee outlet – with special reference to 'café coffee day'", *Journal of Contemporary Management Research*, Vol. 5 No. 2, pp. 1-13.
- Schmitt, B.H. (2010), *Customer Experience Management: A Revolutionary Approach to Connecting with Your Customers*, John Wiley & Sons, Hoboken, NJ
- Sharma, M. and Chaubey, D.S. (2014), "An empirical study of customer experience and its relationship with customer satisfaction towards the services of banking sector", *Journal of Marketing & Communication*, Vol. 9 No. 3, pp. 18-27.
- Teixeira, J., Patrício, L., Nunes, N.J., Nóbrega, L., Fisk, R.P. and Constantine, L. (2012), "Customer experience modeling: from customer experience to service design", *Journal of Service Management*, Vol. 23 No. 3, pp. 362-376.
- Verleye, K. (2015), "The co-creation experience from the customer perspective: its measurement and determinants", *Journal of Service Management*, Vol. 26 No. 2, pp. 321-342.