2017

Two essays on employee brand behavior

Jose R. Siqueira
Nova Southeastern University, ribamar_siqueira@yahoo.com

This document is a product of extensive research conducted at the Nova Southeastern University H. Wayne Huizenga College of Business and Entrepreneurship. For more information on research and degree programs at the NSU H. Wayne Huizenga College of Business and Entrepreneurship, please click here.

Follow this and additional works at: https://nsuworks.nova.edu/hsbe_etd

Part of the Business Commons

Share Feedback About This Item

TWO ESSAYS ON EMPLOYEE BRAND BEHAVIOR

by

Jose Ribamar Siqueira Jr.

Submitted to

H. Wayne Huizenga School of Business and Entrepreneurship

Nova Southeastern University

in partial fulfillment of the requirements

for the degree of

DOCTOR OF BUSINESS ADMINISTRATION
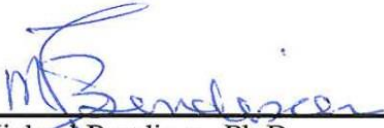

2017

A Dissertation
Entitled

TWO ESSAYS ON EMPLOYEE BRAND BEHAVIOR

By

Jose Ribamar Siqueira Junior

We hereby certify that this Dissertation submitted by Jose Ribamar Siqueira Junior conforms to acceptable standards, and as such is fully adequate in scope and quality. It is therefore approved as the fulfillment of the Dissertation requirements for the Degree of Doctor of Business Administration.

Approved:

_____   6/29/2017
Michael Bendixen, Ph.D.   Date
Chairperson
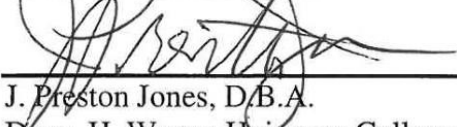
_____   6/26/2017
Russell Abratt, Ph.D.   Date
Committee Member

_____   08/02/2017
Maria Petrescu, Ph.D.   Date
Committee Member

_____   6/29/2017
Suri Weisfeld-Spolter, Ph.D.   Date
Chair, Doctoral Program

_____   14 August 2017
J. Preston Jones, D.B.A.   Date
Dean, H. Wayne Huizenga College of
Business and Entrepreneurship

Nova Southeastern University
2017

CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and appropriate credit is given where I have used the language, ideas, expressions or writings of another.

Signed _____
Jose Ribamar Siqueira Junior

Abstract

This dissertation offers two essays on the engendering and the consequences of employee brand behavior. The first essay addresses the impact of employee brand behavior on customer experience in the retail environment. Retailers, with some exceptions, paid relatively little attention to the role that employees play in the experience they provide to their customers. While there seems to be a general consensus regarding both the importance of customer experience and the role of employees in delivering it, there has been no study attempting to measure the impact front-line employees have on the overall customer experience process from the consumer point-of-view. In essay two the antecedents that make up the customer experience construct are explored through the usage of a previously tested model with the addition of two new components: the employee in-role brand-building behavior construct and the expansion of the word-of-mouth construct to include social media word-of-mouth. The second essay complements essay one by focusing on the importance of employee branding behavior and examining its two variants: in-role and extra-role brand-building behavior. Both behaviors are engendered within the firm but companies are still struggling to differentiate between the two. The distinction between the two types is important because when developed correctly these behaviors can help companies build a competitive advantage. Since the differentiation gap between companies nowadays continues to shrink, companies must strive to develop a unique competitive advantage that cannot be easily copied by their rivals. The tailoring of such a specific set of brand oriented behaviors to be performed by employees is one potential solution to this challenge. By directing the behavior of employees that come into direct contact with customers, a firm has a unique opportunity to align all its branding promotional initiatives with those of its representatives in the front lines resulting in a more consistent customer experience.

Keywords: Brand Identity, Internal Marketing, In-Role Brand-Building Behavior, Employee Branding, Internal Marketing, Customer Experience, Customer Loyalty, Customer Satisfaction, Word-of-Mouth Behavior, Social media Word-of-Mouth Behavior, Emerging Markets, Latin America, Colombia.

ACKNOWLEDGEMENTS

This dissertation is a labor of love. It is the result of a project that started over 5 years ago from a casual discussion about customer experience and how I felt that role of employees had been neglected throughout the years. There was a lot of hard work involved in this process and the last several years have taught, challenged and inspired me. It was only with the help of many that I was able to persevere. It is now my pleasure to take a moment to acknowledge those who were instrumental in aiding my success.

First and foremost, I would like to thank my committee members for their support, encouragement and patient direction. Dr. Bendixen, thank you for all of time you devoted to the development of this dissertation. Thank you for making yourself available to meet with me whenever I happened to be in town so we could discuss the development of this dissertation. Your guidance was invaluable and it is not an exaggeration to say that without you this project would have not been born or completed. I have grown tremendously through your instruction and I consider myself very fortunate for having had the privilege of working with someone who is even more passionate about my research topic than I am. Dr. Abratt, thank you for your assistance with a topic I was extremely interested in and for being a part of my committee. Dr. Petrescu, thank you very much for being part of my committee and for all of your support.

Lastly, but not least, I acknowledge all the support that I received from my family, especially from my wife. Completing a doctoral degree is not a walk in the park but you have kept your composure throughout the entire journey. And finally, Mattias Siqueira let this be a lesson on what can be accomplished with persistence and hard work. You are the master of your destiny and you alone have the ability to design your future. There are no limits to what you can accomplish, no matter how hard it seems to be.

TABLE OF CONTENTS

LIST OF FIGURES

FIGURES

LIST OF TABLES

Study context

Emerging markets

Even though conditions are quite different from those in developed economies, international companies are motivated by the appeal of an unsaturated market populated with consumers eager for international quality products and services (Welsh, Alon, & Falbe, 2006). Studies conducted in emerging markets are very important for marketing scholars because of their unique characteristics and how they encourage researchers to question existing marketing practices and perspectives that for the most part are developed within the context of developed economies. Fundamental concepts such as market segmentation, market orientation, brand equity, market positioning, and share of mind do not always fit the context of emerging markets (Sheth, 2011).

The use of the term "emerging markets" has not been consistent throughout the marketing literature (Burgess & Steenkamp, 2006). This is largely due to the existence of various classification schemes used to categorize countries (table 1). For example, financial institutions such as ING and Morgan Stanley established a clear definition of what constitutes a developed country. According to their guidelines a developed country should have an income per capita of over $10,000, observe stable and responsible macroeconomic policy, and lastly there must be a significant level of market capitalization of publicly traded companies coupled with the volume of shares traded on the stock exchange. If a country fails any of these criteria it is automatically considered an emerging market. Concurrently, the members of the World Trade Organization (WTO) are classified as "developed", "developing" or in some particular cases "least-developed" countries. Developing and least-developed markets are simply considered

emerging markets. The United Nations categorizes countries according to their score on the human development index. For the purposes of the United Nations classification low and medium human development scores identify emerging countries and countries with a human development score are considered developed countries. The World Bank (2006) classified countries based on gross national income per capita. Sheth (2011) proposed to differentiate emerging markets from developed markets according to five dimensions that can potentially impact marketing theory, strategy, policy, and practice: market heterogeneity, sociopolitical governance, unbranded competition, chronic shortage of resources and inadequate infrastructure (Burgess & Steenkamp, 2006).

Table 1: Emerging Market Classification Criteria

Financial Institutions	WTO	UN	World Bank	Sheth (2011)
-Income Per Capita under $10,000 -Stable macroeconomic policy -Market Capitalization of publicly traded companies -Volume of shares traded	-Self-selection	-Human Development index (Low, Medium)	-Gross national income	-Market heterogeneity -Social Political Governance -Unbranded Competition -Chronic Shortage of resources -Inadequate Infrastructure

Latin American markets

Many different studies have explored the dynamic of the retail sector in Latin America (Alexander & de Lira e Silva, 2002; Bianchi, 2009), making it a very important study topic. Latin American markets can be very particular regarding their intricacies. In some situations, apparent consumer behavior irrationality can act as a barrier to the growth of both manufacturers and the formal retailing sector in certain markets or in other cases, in spite of the arrival of hypermarkets, supermarkets and organized retailing in the region that took place in the 1990s, the retail sector has resisted modernization with

40 to 60 percent of sales still originating from traditional small-scale format retailers (D'Andrea, Ring, Lopez Aleman, & Stengel, 2006). The explanation for this lies in the fact that small retailers in Latin America possess many advantages that make them attractive in the eyes of local consumers such as: (1) location, which is very important because the vast majority of them tend to make small daily purchases and the proximity of stores to where they live or work lowers the total purchasing cost; (2) the physical appearance of small-scale stores differs greatly from the larger retail chains but local consumers find it acceptable and point out that they equate modern infrastructures with luxury and an additional cost to be covered by them; (3) selection which is considered to be adequate by consumer but limited when compared to larger chains with prices that tend to be anywhere from 5-20 percent higher and (4) service which is also highly valued as the presence of the owners of these small shops provides a more personalized experience including extending customers an "informal" type of credit allowing them to pay for it "the next time" (D'Andrea, Lopez-Aleman, & Stengel, 2006).

The Colombian retail sector

Colombia is a Latin American emerging market (World Bank, 2016) that has become a target of expansionist aspirations of many different multinational companies. It does not differ much from other Latin American emerging markets in terms of its retail structure and consumer behavior. D'Andrea (2003) reasoned that the retail environment in Latin America went through dramatic changes in the 90s. Many of the main cities in the region started to witness the arrival of modern supermarkets and hypermarkets. These retailers today represent about half of total sales of groceries, beverages, personal care items and cleaning supplies in the region. However, unlike the reality in Europe and the

United States where small retailers represent between 10 to 20 per cent of the mass consumption market, the small retailers in Latin America still compete with the big chains, and in some notable cases such as in Brazil and Argentina they have actually increased their market share. In Colombia's case, these small retailers are a clear representation of the trade history of the country, going back as far as colonial times when the Spaniard colonizers started to implement the first distribution chains (Moure, 1978; Triana, 1989). As a consequence, to this day consumers in Colombia place a higher value on the experience provided by these smaller retailers because of existing personal relationships and the feeling of being helped by members of the same ethnic community (Goldman & Hino, 2005).

Latin America is segmented by many companies into three distinct socio-economic groups: upper class, middle class and lower class. These represent each group's intricacies in terms of purchase power and disposable income (D'Andrea & Lunardini, 2005). Nevertheless, Colombia is different from all other countries because of its existing stratum system where each of its cities is geographically segmented according to the income level of its population. These segments range from 1-6, where 1 represents the poorest level and 6 the wealthiest (Schmeichel, Corrales, & Barberena, 1999).

Because of all the changes that have taken place since the market opening process that started in the 1990s, Colombian consumers could enjoy access the benefits provided by market competition, while simultaneously national companies have had to withstand a systematic marketing attack from foreign competition attempting to establish a strong presence in the market. The period between 2004 and 2014 alone saw the arrival of international brands in every single product category represented by the following

retailers: Easy, Sport Line América, Wendys, Burger King, Mango, Office Depot, Locatel, Cinépolis, Berskha, Stradivarius, Pull and Bear, Massimo Duti, Zara Home, Desigual, Casa Ideas, Topitop, Carolina Herrera, Clarks, Steve Maden, The North Face, Camper, Women Secret, Victoria Secret, Pylones, Furla, Aita, Swarovski, Longchamp, Bebe, Express, Coach, Forever 21, Parfois, Funky Fish, Burberry, Paris Hilton, Bimba y Lola, Price Smart, Jerónimo Martins, Dolce yamp; Gabanna, Facconable, Tiffany yamp; Co, Gap, La Polar, Ripley, Aeropostal, Celio, Hooters, Chili´s, Papa John´s, Sbarro, Buffalo Wings, Subway, Starbucks Coffee, and coming soon: Nespreso, Hyamp, Ikea, Walmart among others (EDMTOV, 2014). The arrival of international competition forced Colombian chains to adapt and start focusing on factors largely ignored before. Concepts such as product image and display, merchandising, customer perception, brand value and store brands have become increasingly important for the survival of local merchants who have come to realize that this is the only way to stay competitive (Guerra, 2012). Moreover, the World Bank's Doing Business 2016 report showed that even though Colombia's global position in terms of tax payments improved in 2015 it still remains uncompetitive relative to other Latin American markets. One of the main reasons behind this assessment has to do with how the government taxes profits. The average tax rate for 2015 was 69.7%, down from 77.3% the year before. As a reference the equivalent tax in Mexico was 51.7% for the same period (ViewsWire, 2016). International investors nevertheless still see the opportunities available in the market.

Londoño (2010) argued that the market opening process that Colombia went through served to modernize the retail sector of the country. He stated that despite this continuous change, Colombia remains true to its core traits identified back in the

nineteenth century: a population with strong negotiation skills that forces the coexistence of wholesalers, big store chains, smugglers, small store owners and informal businesses. Nevertheless, as a consequence of the market opening process the Colombian consumer has evolved as well. Different tastes and other decision factors are now reflected in both old and new channels. The new Colombian consumer acknowledges this new sense of empowerment, the need for a more personalized shopping experience, but most importantly despite always looking for the best price, decisions are now made based on criteria that were never a priority before (Dinero, 2009).

ESSAY 1: HOW IN-ROLE BRAND BEHAVIOR AFFECTS CUSTOMER EXPERIENCE: THE CUSTOMER PERSPECTIVE FROM AN EMERGING ECONOMY

1.1   Introduction

Today's world is characterized by the speed in which product offerings become similar. Even product innovation now has a much shorter lifespan due to increasing competition. As a result, product commoditization now occurs much earlier in the product lifecycle, subjecting well-positioned brands to customer price sensitivity, decreasing brand loyalty and diminishing advertising effectiveness (Berry, 2000; Klaus and Maklan, 2012). It is becoming increasingly difficult for brands to gain a competitive advantage that cannot be easily copied by competitors. One way to achieve it is through the development of an inimitable customer experience. The term customer experience management deals with the strategic management of experiences customers have with a product or service by focusing on the development of a relationship between customers and providers according to the experiences that develop from their interactions (Fatma, 2014). Customer experience (CEX) is affected by every single aspect of a company's offerings— the quality of customer care, the advertising message, the packaging of its products, the products themselves along with their attached service features and even how easy and reliable they are.

It was not until recently that customer experience (CEX) was thought of as a separate construct in the marketing literature as researchers had focused only on customer

satisfaction and service quality (Verhoef et al., 2009). Nevertheless, aspects of customer experience (CEX) have been investigated in the form of consumption experiential aspects (Babin, Darden, & Griffin, 1994) and the reactions of customers in terms of sensing, feeling, thinking, acting and how these can be related to a brand and the creation of experiential marketing (Schmitt, 1999). Many models have been proposed to measure customer experience (CEX) but few have succeeded in providing an empirically testable framework. For example, Brakus, Schmitt, and Zarantonello (2009) examined the impact of brand experience and brand personality on satisfaction and loyalty, whereas Verhoef et al. (2009) and Palmer (2010) proposed conceptual models of customer experience (CEX) creation lacking an instrument or empirical method to test it. It was not until the development of the service experience (EXQ) scale by Klaus and Maklan (2012) that CEX could truly start to be measured and analyzed in more detail. Nevertheless, none of these models specifically examined the role a firm's front-line employees (FLEs) play in the CEX process during the delivery of a service. This form of human interaction presents a unique opportunity for a company to showcase its commitment to serving its customers. This type of front-line interaction is charged with messages that affect customers' feelings and how they will later tell the story about the service they received and the company behind it. FLEs play a very important role in the delivery of this experience and must not only learn what a customer values in a service experience (Berry, Wall, & Carbone, 2006) but also become more involved in fulfilling it (Swanson & Davis, 2003). The behavior displayed by FLEs where they act according to the prescribed organizational standards is known as in-role brand-building behavior (IRBBB).

By building on the work of Klaus and Maklan (2012), the goal of this research project is to examine the impact of IRBBB on the overall CEX and how it compares to the other researched dimensions proposed by the service experience (EXQ) model. The present research contributes to the CEX literature in five main ways. First, it expands the model developed by Klaus and Maklan (2012) to measure CEX by adding IRBBB as a dimension of CEX. Second, it expands the word-of-mouth (WOM) construct to include traditional word-of-mouth (WOM) and social media word-of-mouth (WOM) intention. Third, it will show how CEX impacts customer loyalty intentions, satisfaction and word-of-mouth (WOM) behavior in an emerging economy. Fourth, it will examine the CEX construct from the perspective of the customer within a retail environment immediately after a sales transaction takes place. Fifth, this article addresses Merrilees and Veloutsou's (2016) recommendation for more research to understand the service experience from a customer perspective.

This study will be limited to engagements that take place within a business-to-consumer context in a retail environment. The business to consumer context will encompass only customers that interact directly with front-line employees. The study will only examine the product experience, outcome focus, moments-of-truth, peace-of-mind and in-role brand building behavior constructs as well as how they affect the CEX construct and its consequences, namely customer loyalty, satisfaction and positive WOM. No other CEX dimensions identified in the literature such as brand experience or brand personality (Brakus et al., 2009), service interface, retail atmosphere, store layout, distraction, merchandise (Naylor, Kleiser, Baker, & Yorkston, 2008; Palmer, 2010), or peer-to-peer interaction (Kim & Choi, 2013) will be investigated. After a thorough

9

literature review the contribution that this research expects to make is in being among the first, if not the first, studies to examine the role of in-role brand building behavior in the CEX process. The goal is to present an improved and more comprehensive model that will add to the body of research on CEX as well as provide marketing practitioners with a more comprehensive tool that can be used empirically. First, the context where the research will take place will be introduced, followed by a discussion of the CEX construct, its dimensions and effects and proposed hypotheses. Then an updated CEX model will be presented followed by a discussion of the methodological approach.

1.2   The retail environment and the role of front-line employees

According to Naylor et al. (2008) the literature on retail experience tends to focus on a limited set of elements under the control of the retailer such as store atmospherics, or how scents, music, tactile input and color affect a customer's responses to a retailer. Nevertheless, consumers' perception of their total experience may also include other components that cannot be controlled by the service provider, such as availability and convenience of parking or the behavior of other consumers inside the store (Palmer, 2010). Klaus and Maklan (2012) found that some aspects of the service experience, such as a customer's past experiences with other service providers or advice from other customers, cannot be controlled directly by managers either. This is essentially what differentiates managing a multi-point service experience process from the single-service episodes of the customer service process normally within the control of an organization (Klaus, 2011). Past CEXs, store environments, service interfaces, and store brands are also important for future experiences (Verhoef et al., 2009). According to Merrilees and Veloutsou (2016) the foundation of a brand now lies in the design of unique experiences.

Retailers operate in a service-intense environment defined by its intangible nature and rely strongly on their performance for the purchaser to acknowledge the existence of some form of value and service quality (Berry et al., 2006). CEX quality can determine the perceived value of the service and lead to other outcomes such as repurchase intention, customer loyalty, positive WOM and customer satisfaction (Kim & Choi, 2013; Klaus & Maklan, 2012). These outcomes can be achieved through the engendering of superior CEX to improve the firm's chance of success (Berry, Carbone, & Haeckel, 2002; Verhoef et al., 2009). This becomes more important as customer affluence increases the non-functional expectations of brands, such as trust, liking and sophistication, which in turn become more important in the consumer evaluation process (Palmer, 2010) and significantly impact the assessment of service quality. Therefore, it is arguable that the main goal of marketing should focus on expanding the transaction-based notion of customer relationship to a more lasting concept such as CEX.

Burmann and Zeplin (2005) argue that a customer's experience of a brand is the result of the interaction with all touch-points with the firm, many of which involve employees. The interaction between customers and FLEs is one such touch-point that is likely to have a big impact on how customers perceive the shopping experience in the retail environment (Brown & Lam, 2008). FLEs are directly responsible for the delivery of services and goods to customers (Bettencourt & Brown, 2003; Bettencourt, Brown, & MacKenzie, 2005). It is through customer contact and interaction that FLEs represent the core characteristics of the organization in the eyes of the consumer (Hartline, Maxham III, & McKee, 2000). This interaction at the personal level between FLEs and customers is known as a service encounter (Bitner, 1990; Bitner, Booms, & Mohr, 1994) and, if

conducted properly, can lead to the delivery of a service. Gounaris (2008) described the delivery of a service to a customer by an FLE as a sequence of events where an internal supplier (from the organization) delivers a service to an internal customer (employee), who then delivers it to the next internal customer in the chain until finally the service is delivered to the external customer. The idea is that, as a result of the internal services provided to the FLE, the service delivered to the customer is of a quality that leaves the customer satisfied (Lings, 2004). This is relevant because service encounters can shape a customer's perception of the service delivered (Lytle, Hom, & Mokwa, 1998) and quality level associated with it (Winsted, 2000). In particular, the behaviors displayed by FLEs at these encounters can influence a customer's perception of service quality (Farrell, Souchon, & Durden, 2001), value and customer satisfaction (Brady & Cronin, 2001). During the service encounter FLEs can transmit psychological signals expressing attitudes and behaviors inherent to their organization (Van Knippenberg, 2000). The strength of these signals is directly correlated to the strength of the customer's identification with the organization based on the perception of its core characteristics (Bhattacharya & Sen, 2003; Dutton, Dukerich, & Harquail, 1994). Rod, Ashill, and Gibbs (2016) indicated that customer perceptions of FLE service delivery impact customer satisfaction. Their findings also highlighted the mediating role of customer satisfaction on the relationship between service delivery and its impact on behavioral intentions. Therefore, corporate brands in a service environment must be correctly represented by FLEs in order to be effective. Corporate branding literature acknowledges the role of FLEs in influencing customers' brand perceptions through the design of service and how it is delivered (De Chernatony & Segal-Horn, 2001).

According to Di Mascio (2010), FLEs tend to adopt one of three different service encounter models in a retail context. First, they can efficiently and courteously provide customers with what they request. Second, FLEs can attempt to accomplish their immediate objectives (such as sales goals). Third, they can attempt to form a mutually beneficial relationship with customers. It is through the service encounter that the FLE and customer co-create the experience of the encounter that will impact service quality and the customer's resulting satisfaction and loyalty (Vargo & Lusch, 2004). It is then safe to say that an FLE's role in a retail context revolves around service encounters with customers and directly impacts the organization's profitability.

1.3 The customer experience construct

Attempts to differentiate a product or service based merely on traditional value positioning are no longer effective unless integrated with the total CEX process. Parsons (1934) was one of the first to suggest that the product utility function alone is not enough to explain consumer behavior. He suggested that consumer's choices are mainly driven by personal value systems that help them determine the desirability of an experience. This lead Keynes (1937) to later suggest that the reason customers buy goods is to create desired experiences. It was not until much later that Badgett, Boyce, and Kleinberger (2007) stated that CEX has now become the new battleground for companies in today's hyper-competitive economy. The term customer experience management (CEM) relates to the strategic management of customer experience with a product or service, with a goal of building a relationship with them based on the experiences generated by the interactions that occur with the firm. It differs from customer relationship management (CRM) in that CRM focus lies in recording customers' transactions (Fatma, 2014). The

engendering of CEX involves the development of experiential themes that are planned, managed, staged and delivered to the customer to help build positive and consistent impressions that result in memorable events to engage all five senses (Pine & Gilmore, 1999). The value building process of CEX is highly dependent on a coordinated approach of strategy, technology integration, brand management and CEO commitment (Fatma, 2014).

The marketing literature in general has evolved through different paradigms. In its early stages it focused on the creation of consumer product brands, then in the 1990s moved on to a service marketing approach emphasizing customer relationships. A second paradigm shift took place in the 2000s with the focus shifting from service-based relationship marketing to the management and delivery of CEX (Maklan & Klaus, 2011). CEX is a relatively new construct that has evolved primarily from the initial work conducted on service quality, resulting in the creation of one of the most important scales developed for this purpose, known as SERVQUAL. SERVQUAL is one of the most researched and applied measures of service quality (Buttle, 1996). It was developed by Parasuraman, Zeithaml, and Berry (1988) who pioneered the experience research field by measuring a customer's perception of experience quality (EXQ). They proposed a multi-item (reliability, assurance, tangibility, empathy and responsiveness) and context-specific scale to measure the differences between "consumers' expectations and perceptions of performance of the service they received" (Parasuraman et al., 1988, p. 15). Nevertheless, one of the problems with SERVQUAL is that it focuses on a particular episode in the customer-provider interaction when customers are asked to assess current dimensions compared to their prior expectations, which are not enough to fully capture

the entire CEX (Sureshchandar, Rajendran, & Anantharaman, 2002). This deficiency was later further explored in the work of Gentile et al. (2007) who stated that CEX goes beyond a single episode and actually deals with a customer at rational, emotional, sensorial, physical, and spiritual levels. Many measurement models were developed to overcome the limitations of SERVQUAL (Bahia & Nantel, 2000; Bauer, Hammerschmidt, & Falk, 2005; Lo & Chin, 2009). Nevertheless, Voss, Roth, and Chase (2008) argued that service quality focuses too much on transaction-specific assessment and ignores the idea of the customer journey, defined as the sequence of touch-points a customer goes through when buying or obtaining a service from a firm (Berry et al., 2002; Voss et al., 2008). Payne, Storbacka, and Frow (2008) showed that CEX cannot be measured only by the construct of service quality by noting the stages of the customer journey that both precede the service encounter and take place after it. This was supported by Meyer and Schwager (2007) who posited that CEX is a customer's internal and subjective response to any direct or indirect contact with the service provider across different touch points. Payne et al. (2008) added to this by showing that service experience consists of communication, usage and service encounters as well. Karatepe, Yavas, and Babakus (2005) also argued that SERVQUAL is not enough to measure CEX because it treats customers as passive observers who process the information and later assess the service interactions based on the outcome without considering all other touch points where the customer came into contact with the organization (Stauss & Weinlich, 1997; Verhoef et al., 2009; Walter, Edvardsson, & Öström, 2010). Another noteworthy entry in the CEX measuring literature was the Net Promoter scale. Net Promoter is a CEX metric that captures customers' experiences as an aggregate. It basically subtracts

negative experiences from positive ones to yield a final rate. The problem with this process is that even though it assigns a rating score to the overall CEX defining it as overall negative or positive, it does not provide any hint as to what drives the trend (Meyer & Schwager, 2007).

CEX has been considered a holistic concept because of its reach and how it encompasses every single aspect of a company's offering -from the quality of customer care, the advertising message being conveyed, the way goods are packed, features of products and service, to how easy to use and reliable they are- up to the point where actual consumption occurs (Meyer & Schwager, 2007). Verhoef et al. (2009, p. 32) define CEX as "holistic in nature and involve[ing] the customer's cognitive, affective, emotional, social and physical responses to the retailer. This experience is created not only by those factors that the retailer can control (e.g., service interface, retail atmosphere, assortment, price), but also by factors outside of the retailer's control (e.g., influence of others, purpose of shopping)". CEX can take place either through direct or indirect contact with a company. Direct contact occurrences are those that can be managed by a company and are characterized through the internal and subjective response customers display when purchasing, using or servicing a product and it is normally initiated by the customer. Unlike direct contact, indirect contact falls completely outside the control of the company and deals with unplanned encounters that also shape the representation of the company, ordinarily through WOM behavior, advertising, or product/service reviews.

Gentile et al. (2007, p. 397) defined CEX as originating "from a set of interactions between a customer and a product, a company, or part of its organization, which provoke

a reaction. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual)". Meyer and Schwager (2007, p. 118) defined it as "the internal and subjective response customers have to any direct or indirect contact with a company. Direct contact generally occurs during the purchase, use, and service stages and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representatives of a company's products, service or brands and takes the form of WOM recommendations or criticisms, advertising, news reports, reviews and so forth." For the purposes of this essay, we will adopt Klaus, Gorgoglione, Buonamassa, Panniello, and Nguyen's (2013, p. 518) definition of CEX as "the customers' dynamic continuous evaluation process of their perceptions and responses to direct and indirect interactions with providers and their social environment pre-, during and post-purchase and/or consumption of the offering at any given point in time." This definition allows for both the measurement of the quality of customers' experiences as well as the effectiveness of investments on CEX in achieving desirable marketing outcomes (Klaus et al., 2013). Furthermore, direct and indirect company-customer interactions are essential during the pre-purchase, purchase and post-purchase phases of CEX (Arnould, Price, & Zinkhan, 2002; Brakus, Schmitt, & Zhang, 2008; Holbrook, 2000; Klaus et al., 2013) because of their effect on the customer's perception of quality. This suggests that CEX is an aggregate of the total experience lived by the customer including past CEX (Van Doorn & Verhoef, 2008) search, purchase, consumption and post-sale phases of product or service acquisition through multiple retail channels (Verhoef, Neslin, & Vroomen, 2007).

Even though the measurement of customer perception of CEX quality and its effect on business performance are difficult to implement (O'Neill, Palmer, & Charters, 2002), researchers have hypothesized the existence of a link between CEX and profitability (Verhoef et al., 2009; Srivastava & Kaul, 2016) along with its impact on business performance (Prahalad & Ramaswamy, 2004) and marketing outcomes such as customer satisfaction, loyalty, WOM and purchase/repurchase intention (Camarero, 2007; Verhoef et al., 2009; Fernandes & Cruz, 2016). Some researchers argue that customer loyalty (Haeckel, Carbone, & Berry, 2003; Mascarenhas, Kesavan, & Bernacchi, 2006; Reichheld, 2003), customer satisfaction (Pullman & Gross, 2004) and positive WOM (Pine & Gilmore, 1998) are consequences that influence purchasing behavior attributed to service experience. Klaus, Edvardsson, and Maklan (2012) argued that when dealing with the construct experience most of the customer value lies in the outcomes of CEX. The implementation of CEX is no easy task due to its widely encompassing definition that covers not only time, but various customer touch-points, emotions and practical results. Baxendale et al. (2015) recommended mapping, classifying and ranking touch-points based on a system of attributed positive coefficients. This way, organizations can find out which touch-points exert the most influence on the customer experience process.

The most recent scale attempting to measure CEX and link it to marketing outcomes was the EXQ scale developed by Klaus and Maklan (2012). The EXQ scale was designed to take into account performance over time and to help managers determine which attributes of the customer's experience exert a greater strength over the marketing outcomes the firm is attempting to achieve (Klaus & Maklan, 2012). The model was

developed with product experience, outcome focus, moments-of-truth and peace-of-mind

serving as dimensions of CEX and loyalty, positive WOM and customer satisfaction as

its consequences. This tool clearly has a more managerial orientation, but it also marked

one of the first steps towards the development of an instrument that takes into

consideration the more holistic approach required by the CEX construct. This is a "multi-

dimensional, multi-item scale in which CEX is defined as the customer's cognitive and

affective assessment of all direct and indirect encounters with a firm, in a purchasing

context" (Klaus & Maklan, 2012, p. 509). EXQ differs from other models because: 1) the

cognitive and emotional evaluations are based on customer's point-of-view instead of

benchmarks or expectations; 2) it does not focus on product and service delivery

attributes of a company but rather on the value-in-use of its offer; 3) it includes the entire

CEX time frame and all touch points that exist between the pre- and post-service

delivery; 4) it takes into account both behavioral and intentional measures.

1.4   Dimensions of customer experience

1.4.1   Product experience

The experience with a product or service is the touch point likely to generate the

strongest emotional reaction from customers because it is through its consumption that

the brand promise is fulfilled (Garrett, 2006). Companies' perceptions of experience

generally focus on service delivery, rather than what is delivered (Goldstein, Johnston,

Duffy, & Rao, 2002) and how CEX impacts marketing outcomes (Klaus & Maklan,

2012). According to some researchers, the quality of a product or service plays a crucial

role in the CEX process and can be determined by how consumers judge its value

(Parasuraman et al., 1988; Zeithaml, 1988). More recent work argued that value is not part of the product when it is acquired but rather generated through consumption (Tynan, McKechnie, & Chhuon, 2010; Vargo & Lusch, 2004). Puccinelli et al. (2009) added that the relative importance of a product or a retailer is actually determined by the customer's goals. This takes place as customers attribute meaning to features present in the product or service and then place them in a goal hierarchy ranging from concrete goals to more abstract ones (Woodruff & Flint, 2006). Lemke, Clark, and Wilson (2011) argued that the existence of this goal hierarchy suggests the existence of a causal link between what an organization has to offer and the customer's goals. These goals can be said to represent the value-in-use that consumers seek (Vargo & Lusch, 2004), which lead Macdonald, Wilson, Martinez, and Toosi (2009, p. 38) to define value-in-use as "a customer's functional and/or hedonic outcome, purpose or objective that is directly served through product/service usage".

The concept of product experience encompasses pre- and post-service encounter experiences, emotional and functional components, the customer's social context, an assessment of value-in-use. It is formed across various channels and subject to the context it takes place in. Ultimately the customer's experience and its evaluation will depend on how good the product's post-purchase/consumption experience is (Deighton, 1992). The post-purchase/consumption experience dimension in the EXQ scale deals with post-purchase experiences focusing on familiarity, retention, and service recovery (Klaus et al., 2013). Consumers normally assign reasons for their purchases after the transaction takes place. This process of reasoning can affect product evaluation, purchase experience satisfaction and ultimately loyalty intention (Puccinelli et al., 2009). Post-

purchase/consumption has the potential to impact loyalty, repurchase and WOM behavior. Once the act of consumption takes place, the experience associated with it begins to serve as a reference during future evaluation of the firm's offerings. This highlights the importance of past experiences in the development of positive intentions and loyalty (Voss & Zomerdijk, 2007).

Product experience also deals with the importance of customers' perception of having choices and their ability to compare offerings. Klaus and Maklan (2012) justified its inclusion in the CEX scale due to the important role choice dynamics play in modeling consumer behavior and also because it is an antecedent of loyalty.

With the explicit focus on a service brand operating within a retail environment in this study, the product experience dimension as proposed by Klaus and Maklan (2012) is highly relevant. Thus:

H1: Product experience will have a direct positive impact on customer experience.

1.4.2   Outcome focus

Mohr and Bitner (1995) argued that service outcome is a benefit received by customers during the exchange with a retailer and that it can influence subsequent behavior because of its association with emotion (Dabholkar & Walls, 1999). The situations a consumer experiences with a service provider can be of an extremely positive or negative nature thereby causing expectations to be greatly exceeded or greatly unfulfilled and generating a strong feeling of satisfaction or dissatisfaction with the service received (Lundstrom, 1978; Oliver, 1981). Conversely, when faced with non-

extreme service situations customers' service evaluations tend to be of a more rational and cognitive nature. It is only later that they will form an affective evaluation according to these cognitions. This will then result in cognitive service quality evaluations that end up preceding and influencing customer satisfaction (Dabbolkar, 1995).

For the purposes of this study, the outcome focus dimension will be related to the reduction of a customer's transaction cost, such as financial or time costs associated with a purchase. According to Klaus and Maklan (2012), it captures the importance of goal-oriented experiences in consumer behavior which can become the basis of building a habit. Kim and Choi (2013) also recommended the inclusion of outcome quality as a determinant of CEX arguing that it deals with a customer's superiority perception of what is received during a service encounter. This concept was previously introduced by Solomon, Surprenant, Czepiel, and Gutman (1985). They argued for the importance of service outcome in the customer process of quality assessment of a service encounter. Therefore:

H2: Outcome focus will have a direct positive impact on customer experience.

1.4.3   Moments-of-truth

Gronroos (1988) defined service recovery processes as a group of activities undertaken by a company to address a customer complaint linked to a perceived service failure. This is a significant component of the sales process as errors, mistakes and failures are inevitable in the delivery of a service (Spreng, Harrell, & Mackoy, 1995), making service recovery important to any company that relies on services as a part of its

business model. Cambra-Fierro, Melero, and Sese (2015) argued that there are three main complaint-handling activities: timeliness, compensation, and communications. Timeliness refers to how quickly a complaint is dealt with. Quick responses help the organization improve the complaint-handling process and to save internal resources. Quick responses also influence customers' perception that the firm values their relationship. Compensation encompasses any form of expense incurred by organizations that are provided to complaining customers after a service failure. Communications deal with apologies and failure explanations and proposed solutions.

There are two main types of service failures: economic and non-economic. Economic failures are those that result in financial or material losses for the customer. Non-economic failures refer to non-material and symbolic losses to the customer that to be of a behavioral nature (Cambra-Fierro et al., 2015). Service failures can range in magnitude according to the degree of severity (Kelley & Davis, 1994) as consumers tend to develop a strong set of expectations based on the promises made by the brand during their initial experience, equally developing the importance of the service recovery process dimensions for complaint situations (Spreng et al., 1995). Some authors even go so far as to suggest that satisfaction with the problem resolution process can become more important than the original service attributes affecting customer satisfaction (Bitner, 1990; Hart, Heskett, & Sasser Jr, 1989). Cambra-Fierro et al. (2015) showed that there is a direct link between organizational responses to customer complaints and customer profitability. Bougoure et al. (2016) demonstrated that service failure response, perception of the extent of service failure and satisfaction with failure handling impact brand credibility and ultimately customer loyalty.

The concept of "moment of truth" was introduced by the English consultant

Richard Normann. He got his inspiration from bullfighting and the term was later made

popular by Jan Carlson of SAS to define the importance of a critical significant service

point to the creation of CEX (Jenkinson, 2006). The term later became known as

"touchpoint" and was also closely related to the famous service marketing concept of

critical incidents. The idea behind this concept was that by identifying and defining each

moment of truth firms would be able to determine and engender the ideal CEX to

improve business performance. The moments-of-truth construct deals with the moments-

of-truth component of CEX. It emphasizes the importance of service recovery and

flexibility when dealing with complications faced by customers during the purchase

process (Klaus & Maklan, 2012). A provider's behavior can have a major impact on

current and future decisions of a customer in case of an accident. This dimension also

evaluates a customer's perception of risk when dealing with the provider.

Customer-contact personnel play a crucial role in the customer satisfaction

process (Martin, 1993). Not only are they an integral part of this process but their success

in satisfying the customer will have a direct effect on repurchase intentions and WOM

(Spreng et al., 1995). Previous research suggests that when service failure takes place,

recoveries performed by front-line personnel might be perceived more favorably than

when dealing directly with an organization (Hart et al., 1989; Kelley, Hoffman, & Davis,

1994). Gilly (1987) showed that when complainants are satisfied with the recovery

response from a service provider they develop higher repurchase intentions than those

who did not complain. In addition, the recovery process is very likely to be the very last

experience a consumer has with the provider offering the company a unique opportunity

to imprint a long-lasting positive experience onto the consumer. Concurrently ineffective service recovery efforts have the potential to generate more dissatisfaction (Hart et al., 1989). Grewal, Roggeveen, and Tsiros (2008) later suggested that compensation can also be an effective recovery strategy when failure is attributed to the firm and viewed as a frequent issue. Thus:

H3: Moments-of-truth will have a direct positive impact on customer experience.

1.4.4 Peace-of-mind

Peace-of-mind deals with customers' assessment of the interaction that takes place between them and the provider before, during and after the acquisition. In the particular case of this study, the focus is on how peace-of-mind affects the way customers evaluate the overall relationship with a service provider instead of viewing it merely as a transaction. The dimension is reflective of the emotional benefits customers experience based on the perceived expertise of the service provider (Bendapudi and Berry, 1997) and their guidance throughout the process. Not only do they expect it to be easy (Dabholkar et al., 1996), but also that it will put them at ease initially, which would later increase their confidence in the provider (Bendapudi and Berry, 1997). Customers view the establishment of peace-of-mind as a necessary first step to building a relationship with a service provider rather than looking at their purchase as a mere transaction (Geyskens et al., 1996). The ability to provide customers with peace-of-mind is particularly difficult in service-intensive categories such as the retail industry due of the intangible nature of the

service component. This presents a challenge to marketers because of increased risk

perception on the part of consumers (Levitt, 1981). Therefore, it is proposed that:

H4: Peace-of-mind will have a direct positive impact on customer experience.

1.4.5   In-Role brand behavior

Many researchers have investigated how the interaction with salespeople affects

customer's feelings, brand attitudes and satisfaction (Grace & O'Cass, 2004). Berry

(2000, p. 135) was one of the first to highlight the role of employee performance not only

in customer satisfaction and retention but also with regard to brand image. He suggested

that "service performers are a powerful medium for building brand meaning and equity."

Many researchers later investigated how the interaction between salespeople and

customers can affect customer's feelings, brand attitudes and satisfaction (Grace &

O'Cass, 2004). Irons (1997) reported that seventy percent of a brand's perception depends

on the experience customers have with front-line employees and according to a report

produced by communications consultancy MCA and Mori, successful employee

encounters increase recommendation rates and the likelihood of repeat business

(Mitchell, 1999). This occurs because human interaction presents an invaluable

opportunity for a company to show customers how committed it is to serving them. The

total experience provided is charged with messages that affect both how customers feel

and how they tell the story about the service rendered and the company behind it.

Customers have come to perceive service providers as the organization itself. Front-line

employees are crucial components of the experience provided by the organization and

must be made aware of this fact. Behavior expressed by FLEs during customer

interactions has the potential to leave a strong impression that can impact customers'

satisfaction and repurchases (Schneider & Bowen, 2010). That is why it is so important

they learn what customer's value in their service experiences (Berry et al., 2006). When

contact employees become more involved and committed to the customer experience, the

importance of what is delivered is augmented in the service quality evaluation (Swanson

& Davis, 2003). Stein and Ramaseshan (2016) showed that the interactions customers

have with FLEs exert influence on the customer through different touch-points.

The concept behind the power of employee commitment and its financial return

was discussed by Peter Drucker as early as in the mid 40's (Drucker, 1946) and later

expanded to include the importance of employee enthusiasm, participation and

commitment (Drucker, 1954). The increase of interest in employees' role in the branding

process is related to the high level of importance directed at building, maintaining and

using brands to attain a unique strategic advantage in the marketplace (Erdem et al.,

1999). According to Deluga (1994) service organizations cannot predict all appropriate

behaviors an employee should display in order to achieve organizational success. In fact,

most of these behaviors are outside the control of the organization, but that does not mean

organizations should not take it into consideration when planning for success (King,

Grace, & Funk, 2012). This type of research on the people-branding process tends to

focus on either its effect or on its management. The research on people-branding effects

questions the value of people branding and how it affects customers, market reactions and

brand image. It focuses on two specific areas: the customer inference process of brand

image through FLEs and if and how the brand building performance is perceived by

customers (Fichtel, Blankenberg, & Ammler, 2010). The research on people-branding

management investigates the process responsible for implementing brand personality into the brand building behavior displayed by employees (Fichtel et al., 2010).

FLEs can exhibit two forms of service behaviors: in-role and extra-role. In-role behaviors (IRB) are those specified in job descriptions (Brown & Peterson, 1993; MacKenzie, Podsakoff, & Ahearne, 1998; Motowidlo & Van Scotter, 1994). Extra-role behaviors are discretionary in nature and are not part of a job description (Ackfeldt & Coote, 2005; Williams & Anderson, 1991). For the purposes of this study the focus shall be only on IRBBB and the role it plays in the CEX process. In-role brand-building behavior is a relatively new concept and one of the consequences of brand building behavior as proposed by

Morhart, Herzog, and Tomczak (2009). It refers to "frontline employees' meeting the standards prescribed by their organizational roles as brand representatives (either written in behavioral codices, manuals, display rules, and so forth, or unwritten)" (Morhart et al., 2009, p. 123). This type of behavior is what marketers strive to cultivate among employees with the goal of improving the organization's relationship with customers. Customers and potential customers are the main components of any branding effort, so we can infer that employees' actions both inside and outside the organization help support the customer experience.

One way for a company to develop a long-lasting competitive advantage is by increasing its customer focus (Kotler & Keller, 2006). Christopher, Payne, and Ballantyne (1991) held that marketing-based competitive advantages grounded on differentiation evolved progressively from a focus on tangible product quality in the 50s

to a service differentiation approach in the 1970s, then to a focus on the quality of

ongoing relationships with customers around the 1980s to finally evolve into today's

differentiation based on experiential values. The successful implementation of a CEX

program can lead to the development of a marketing-based competitive advantage. Its

engendering relies on the planning, development, management, staging and delivery of

experiential themes that will help shape positive and consistent impressions in the minds

of customers resulting in memorable sensory events (Pine & Gilmore, 1998). The CEX

journey starts with employees that are well-aligned with the brand strategy and willing to

live the brand (Harris, 2007). The consistent delivery of brand experience by FLEs

involves a complex process that is very difficult to imitate, providing the organization

with a competitive advantage over its rivals (Alloza, 2001). The nurturing of a positive

CEX can result in the development of an emotional tie between customer and brand thus

enhancing customer loyalty, positive WOM and satisfaction. The concept of CEX is also

vital to understanding why customers abandon relationships with service providers

(Sharma & Patterson, 2000). The creation of superior CEXs is now a key objective of

service organizations in their pursuit of customer loyalty (Badgett et al., 2007; Verhoef et

al., 2009).

One of the biggest challenges of the employee brand-building process is defining

standards for the in-role brand-building performance (Motowidlo & Van Scotter, 1994).

One way to support the process is through the development of guidelines based on the

identity of the brand and implemented through training concepts (Fichtel et al., 2010).

Fichtel et al. (2010) posited that the manipulation of brand building behavior can

significantly impact customer brand perception in a sales encounter providing additional

support to the value of a people branding program in general for business purposes. For example, in their study of drivers testing Audi automobiles, Fichtel et al. (2010) reported that investing in a brand-building program for FLEs generated a positive impact on brand perception and customer satisfaction. This supports Harris (2007) findings suggesting that staff actions should be aimed at reinforcing the promises a brand makes to its customers. This further highlights the need for effective quality control processes to assure the delivery of consistent service across all customer-facing employees (Klaus & Maklan, 2007). The perception of employee effort in delivering a service can have substantial impact on customer satisfaction and loyalty (Keaveney, 1995; Mohr & Bitner, 1995). Unlike product brands where consumers' perceptions of a brand are mostly a direct result of a product's tangible features, service brand perceptions rely heavily on the behavior of FLEs (Hartline et al., 2000). The role of FLEs in the service context and its impact on the CEX process has been well-discussed in the literature (Bettencourt et al., 2005; Parasuraman, Zeithaml, & Berry, 1985). Nevertheless, the concept of FLE behavior as part of the CEX process is not very clear throughout the literature. There are plenty of references to their behavior such as brand ambassadors, brand maniacs, brand champions or brand evangelists without a concrete conceptualization that goes beyond the delivery of high quality service and its consequences (Morhart et al., 2009).

The essence of a brand involves functional and emotional values promising unique experiences. These are not only communicated through advertisements or public relations campaigns but also through the interactions between staff and consumers (De Chernatony & Segal-Horn, 2001). Henkel, Tomczak, Heitmann, and Herrmann (2007) reported that continuous brand success can be achieved if the brand promise is upheld by

employees. They also highlighted the need for management involvement with contact

employees to not only train employees to act according to the expectations of the brand

but to also promote more complex behaviors, such as adaptability, to support a unique

brand experience.

The relationship between FLEs and CEX is difficult to ignore. When examining

CEX from a holistic perspective, one can almost immediately identify the interaction of

FLEs and customers as a crucial touch point of the customer journey. At this juncture

FLEs have the opportunity to behave according to the firm's favored brand guidelines

through a display of IRBBB. In this study FLEs play the role of intermediaries for

interactions and transactions that happen between the internal and external world of the

brand. FLEs can exert some influence over customers' perceptions related to the brand

and the organization (Balmer & Wilkinson, 1991), which can consequently impact how

the brand is positioned and ultimately the CEX. Based on this, it is very important that

all employees fully understand the brand and how it relates to their roles so that they can

commit to it and deliver the brand promise (King & Grace, 2008).

The rationale behind the selected approach for this study lies in the fact that the

presence of consumers in a retail environment throughout the day presents researchers

with a unique opportunity to study them. This opportunity becomes significantly more

attractive to researchers when they know that there is likely to be a sale or other event of

a similar magnitude. Most consumers anticipate and expect interaction with FLEs during

their visit. This interaction can take the form of questions about products, questions

regarding availability, financing, delivery and pricing, among other things, and can be

affected by the overall mood of the employee, the employee's attire, how well the

employee understands the brand image of the organization, and so forth. Consumer's expectations are also formed based on their past experiences. For example, if they have visited the store previously and had a good experience it is only natural to develop minimal expectations. Therefore, it is posited that:

H5: In-role brand building behavior will have a direct positive impact on customer experience.

1.5   Outcomes of customer experience

1.5.1   Customer loyalty

Loyal customers are important for retailers because they are more likely to remain customers, increase their spending share, be more satisfied (Oliver, 1999) and disseminate positive word of mouth to friends or other customers (Reichheld & Sasser Jr, 1990; Zeithaml, 2000). At the same time, brand loyalty helps mitigate the threat of competitors (Romaniuk, Sharp, & Ehrenberg, 2007). The impact of customer loyalty was discussed by Reichheld and Sasser Jr (1990) when they reported results from a study where retention rates improved by 5 percent resulting in an increase of profits between 25 to 85 percent.

One of the definitions of loyalty is "an intention to perform a diverse set of behaviors that signal a motivation to maintain a relationship with the focal firm, including allocating a higher share of the category wallet to the specific service provider, engaging in positive WOM and repeat purchasing" (Sirdeshmukh, Singh, & Sabol, 2002, p. 20). Oliver (1999, p. 34) defined loyalty as "a deeply held commitment to rebuy or re-patronize a preferred product/service consistently in the future, thereby causing repetitive

same-brand or same brand-set purchasing, despite situational influences and marketing efforts having the potential to cause switching behavior". Aksoy (2013, p. 373) later supported these definitions by claiming that the literature suggests loyalty be measured in terms of customer feelings and how they translate into behavior, and that firms therefore need "to influence both the heart and the hand of the consumer".

Satisfaction and likelihood to recommend have been the most widely used perceptual measures for loyalty in the literature. According to Aksoy (2013), this is likely due to the easiness of operationalization for these two measures. He noted that satisfaction in particular is not necessarily a good proxy for commitment because a customer can be dissatisfied with a product/service experience but still maintain an affective commitment to the brand. His findings seem to be in line with Oliver (1999) who suggested that even though satisfaction and loyalty are linked their relationship is not straightforward. This is because even though a loyal customer is typically satisfied, this satisfaction does not automatically translate into loyalty. The loyalty process takes place in phases, with consumers becoming loyal first in a cognitive sense, then in an affective sense, later in a conative manner and finally in a behavioral manner (Oliver, 1999). Satisfaction is a temporary state resulting from the consumption process that reflects product or service purpose fulfillment. Loyalty, on the other hand, is a state of enduring preference due to successful positive experiences with a brand (Oliver, 1999). For this reason, the reliability of satisfaction as a precursor to loyalty is questioned and that is why loyalty or disloyalty should not be simply inferred from repetitive purchase behavior (Oliver, Rust, & Varki, 1997).

Bloemer and Kasper (1995) suggest that loyalty should be interpreted as true loyalty instead of simply repeat purchasing behavior. They argued that the latter represents only the re-purchase of a brand without any involvement of commitment. Zeithaml, Berry, and Parasuraman (1996) suggested that loyalty should be treated as a multi-dimensional construct that includes both positive and negative responses. They argued that this is because a loyal customer may actually be an indifferent or even dissatisfied customer. The reason a customer decides to stay with a company when negative responses are involved might be related to switching costs, lack of alternatives, limited locations or even convenience (Bitner, 1990; Ennew & Binks, 1996). Concurrently, customer defection does not always translate into disloyalty (Colgate, Stewart, & Kinsella, 1996).

Customer satisfaction and long-term behavioral intentions such as loyalty are influenced by emotions of a holistic nature that arise before, during and after the service encounter (Barsky & Nash, 2002; Cronin Jr, Brady, & Hult, 2000; Oliver, 2010; Oliver et al., 1997). CEX can influence the mood of customers and particularly impact the way they think and act during service encounters due to the interpersonal nature of such encounters (Gardner, 1985), making CEX management an important tool for companies in order to attempt to positively influence customers' moods. This type of interaction can foster the development of a bond with customers that can exceed their expectations, increase trust and ultimately improve loyalty. Klaus and Maklan (2013) reported a stronger relationship between CEX and loyalty than between customer satisfaction and loyalty. This led to the assumption of the existence of a direct link between service evaluations and behavioral intentions mediated by the CEX construct. These findings

lend support to other studies positing that other constructs might be capable to better measure loyalty than customer satisfaction (Koenig-Lewis & Palmer, 2008). The relationship between CEX and loyalty was also supported by Kim and Choi (2013) who showed that CEX quality was also an antecedent of loyalty. They argued that within a service context it differs from service quality in that the latter is considered a judgment of excellence or superiority (Parasuraman et al., 1988) that focuses mostly on the firm's process rather than the customer's (Payne et al., 2008). Therefore, it is proposed that:

H6: Customer experience will have a direct positive impact on customer loyalty.

1.5.2 *Customer satisfaction*

Many studies have explored the impact of customer satisfaction on repurchase behavior and repurchase intent (Anderson & Sullivan, 1993; Cronin Jr et al., 2000). Customer satisfaction reflects the superiority of one product over another based on consumer judgment. It helps reduce demand volatility and improve cash flow, long-term financial performance and shareholder value (Anderson, Fornell, & Mazvancheryl, 2004; Bolton, Kannan, & Bramlett, 2000; Hogan, Lemon, & Rust, 2002; Zeithaml, 2000). The existence of a positive relationship between customer satisfaction and revenue has been argued by many researchers (Anderson & Sullivan, 1993; Kerin, Mahajan, & Varadarajan, 1990; Loveman, 1998; Reichheld & Sasser Jr, 1990; Reichheld & Teal, 2001) and can be attributed to an increase in sales due to satisfied customers (Cooil, Keiningham, Aksoy, & Hsu, 2007; Keiningham, Perkins-Munn, & Evans, 2003). Higher levels of retention and customer satisfaction can also lead to an increase in future

revenues (Rust & Zahorik, 1993; Rust, Zahorik, & Keiningham, 1995) and a reduction of operational costs (Reichheld & Teal, 2001; Srivastava, Shervani, & Fahey, 1998). Satisfaction was also found to create shareholder value through the increase of future cash flow growth and variability reduction (Gruca & Rego, 2005).

Getty and Thompson (1995, p. 7) define satisfaction as a "summary psychological state experienced by the consumer when confirmed or disconfirmed expectations exist with respect to a specific service transaction or experience". Oliver (1997) argued that satisfaction is a form of pleasurable fulfillment of a need, desire, goal, craving or want, among other things. The degree of satisfaction is determined by the consumer's resulting sense of fulfillment of a desire based on the subsequent pleasure or displeasure sensation. Data on satisfaction, repurchase intention and WOM constructs is normally collected through customer surveys and used to represent expected outcomes of marketing programs and serve as leading indicators of customer's loyalty intentions (Morgan & Rego, 2006). Klaus and Maklan (2013) argued that even though there is a relationship between loyalty and satisfaction, the latter should be treated as an outcome of service evaluations and behavioral intentions mediated by the CEX construct. This had been previously argued by Brady and Cronin (2001) who suggested that not only could behavioral intention not be explained by mere satisfaction, but there are some doubts that high levels of satisfaction result in repeat business. In order for satisfaction to affect loyalty it is necessary that cumulative satisfaction experiences take place and result in aggregate of previous episodes. For that reason, customer satisfaction is considered an important component in the process of loyalty generation (Lilja & Wiklund, 2006).

It can be argued that CEX is the result of a series of positive and negative experiences lived by the consumer and determined from his point of view ultimately delivering a net result that designates the experience as either satisfactory or dissatisfactory (Meyer & Schwager, 2007; Vargo & Lusch, 2004). Within this context the level of satisfaction of customers depends mostly on the positive or negative experiences they have with a company (Meyer & Schwager, 2007). This resulting experience is personal to the individual and can affect him/her at the emotional, rational, physical, spiritual and sensorial levels (Gentile et al., 2007). This experience is also important in determining customer satisfaction and loyalty (Caruana, 2002). Garbarino and Johnson (1999) argued that while CEX and satisfaction are distinct constructs, they nonetheless share a causative relationship (Fornell, 1992). Other scholars suggest that experience drives satisfaction and that satisfaction drives loyalty (Shankar, Smith, & Rangaswamy, 2003). In their study of retail banks Rambocas, Kirpalani, and Simms (2014) showed that CEX had a strong and positive effect on customer satisfaction which in turn influenced brand equity. Karatepe et al. (2005) pointed that positive CEX can result in long-term competitive advantage for organizations and yield results such as satisfied and loyal customer that can engage in positive WOM, improved retention and reduced complains. Therefore, it is argued that:

H7: Customer experience will have a direct positive impact on customer satisfaction.

1.5.3   Word-of-mouth (WOM)

WOM can take place either in the traditional sense where communication occurs in the physical presence of two parties or online where communication relies mostly on the written word and is continuously influenced by technological advances. Technology has been responsible for a major change from the classic interpersonal communication format of sender-message-receiver to one that can take place directly through a communicator, a forwarder or a transmitter (Gumpert & Cathcart, 1986). WOM activity can take place prior to or after a consumption activity. This research shall focus exclusively on WOM activity that takes place after the rendering of a service occurs. WOM can be of a positive, negative or neutral nature (Harrison-Walker, 2001). The proposed model for this study will explore only positive WOM.

The WOM process has traditionally consisted of communication through spoken words that are exchanged between two parties in a face-to-face situation (Bickart & Schindler, 2001) and is defined by its synchronicity. Face-to-face conversations tend to be synchronous in nature because of the relatively little delay between the involved parties' words and responses. With the advent of the internet, WOM now also takes place within the online world. Unlike traditional WOM, online WOM usually takes place through the written word and tends to be more asynchronous in nature because of the possibility of replying hours or days later with various breaks occurring during the communication process. Written communications vary according to the level of asynchrony they can display and how they can provide time for messages to be constructed, edited and polished (Chafe & Tannen, 1987). Consequently, asynchrony affords the parties involved the opportunity to select which communications to be a part

of as well as how to present themselves (Toma, Hancock, & Ellison, 2008). Online

communication also provides situations where information can be sought out at different

times and pace and where the information transmitted retains most of its intended

meaning (Sun, Youn, Wu, & Kuntaraporn, 2006).

Online WOM is more limited than its traditional counterpart in that it offers

limited cues during an interaction and has a much greater potential for asynchronicity

(Henderson & Gilding, 2004). Nevertheless, it is a critical tool to facilitate information

diffusion throughout online communities. When compared to face-to-face

communication, online communicators tend to demonstrate fewer inhibitions, are more

willing to engage in personal information sharing and more honest regarding their

viewpoints (Roed, 2003). This behavior might be displayed due to the greater anonymity

afforded by the Internet, as opposed to what happens during a face-to-face interaction.

Online WOM also tends to be more influential than traditional WOM because of the

speed in which it takes place, its broader reach and the absence of live human pressure

(Phelps, Lewis, Mobilio, Perry, & Raman, 2004). Hennig-Thurau et al. (2010) suggested

that online WOM on social sites such as Facebook are becoming more relevant that

traditional WOM in terms of consumer behavior influence. This particular form of online

WOM, referred to as social WOM (Eisingerich, Chun, Liu, Jia, & Bell, 2015), differs

from traditional WOM because of its broader reach and the nature of the ties that make

up a social network platform. Tailoring a message for various audiences becomes quite

complicated due to these ties. Social WOM participants are subjected to the potential

effects of social risk to their reputations for making recommendations on a social network

(Eisingerich et al., 2015). Eisingerich et al. (2015) showed that self-enhancement

motives and social perceptions have a stronger impact on social WOM than on traditional WOM. Traditional WOM on the other hand typically involves one-on-one interaction, which allows for customization of message according to the audience that receives it and involves a substantially lower social risk to the one sending it (Leary, 1990; Leonhardt, Keller, & Pechmann, 2011).

WOM can exert influence over consumer decision-making (Mangold, Miller, & Brockway, 1999) as a reflection of the interpersonal influence between sender and receiver shaping the receiver's attitudes either positively or negatively (Sweeney, Soutar, & Mazzarol, 2008). This is because the receiver considers the sender a neutral party, making his/her advice more reliable than any firm-provided communications (Silverman, 2011). WOM is particularly important for the service industry because of the intangible nature of services that prevents consumers from trying things before buying them (Zeithaml, Parasuraman, & Berry, 1985). Customers are not only paying more attention to cognitive insights and consumption patterns of other customers (Berger & Schwartz, 2011; Hinz, Skiera, Barrot, & Becker, 2011) but their choices are being influenced by the interactions they have with other product or service users (Cialdini, 1993).

Anderson (1998) defined WOM as "as the informal communication to evaluate products/services between private parties, excluding formal contacts and/or communications between consumers and a firm such as complaints, promotions, and seminars." WOM communications are interpersonal communications where participants act as marketing sources. This form of communication has been studied both from the perspective of being a consumer decision-making input as well as an outcome of the purchase process (Bone, 1995). WOM can be either positive or negative. Satisfied

consumers may or may not engage in positive WOM after a service experience, whereas dissatisfied consumers present a much stronger tendency to engage in negative WOM, sometimes even exaggerating the bad experience (Angelis, Bonezzi, Peluso, Rucker, & Costabile, 2012; Sjödin, 2008).

The role of WOM in the process of consumer decision making has been well examined. Hartline and Jones (1996) presented WOM as a consequence of service quality and perceived value while Maxham III and Netemeyer (2002) found it to be an outcome of service recovery attempts. WOM was also examined as an outcome of satisfaction and affective responses to assess post-purchase behavior (Swan & Oliver, 1989). It was furthermore found to influence service quality perceptions when consumers have doubts regarding products or services they are considering, either prompting them to stay with their current providers or completely give up on the purchase of a new product (Brown, Barry, Dacin, & Gunst, 2005). Wang (2011, p. 256) found that "it could be inferred that service quality perception and purchase intention tend to be more positive with a final positive WOM finish and more positive WOM events. Thus, a negative WOM followed by two positive ones produces the most favorable perceptions of service quality in customers' minds, as shown by data. In contrast, a first positive WOM with two subsequent negative ones resulted in the least favorable perception of service quality and lowest purchase intention." Most of the research mentioned up to now on WOM was conducted in industries that deal primarily with physical goods, causing WOM behavior in a services context to receive much less attention from researchers (Anderson, 1998). The literature tended to focus more on product-related WOM behavior, which tends to

report behavior related to the consumption experience as a key determinant of the nature of communication that takes place (Bitner, 1992; Reichheld & Sasser Jr, 1990).

WOM communications are also recognized as very common and important consequences to service marketers. The majority of consumers engage in WOM activities related to their consumptive activities (Singh, 1988). There is a clear relationship between service quality perceptions and favorable WOM (Parasuraman et al., 1988). One of the suggested reasons why WOM influences product judgment has to do with the fact that face-to-face WOM is more accessible than other types of information because it is vivid (Herr, Kardes, & Kim, 1991). WOM can also be perceived as a diagnostic due to the perceived credibility and trustworthiness of the information source.

The effects of WOM on the retail environment have been documented by various authors. Wang (2011) showed that WOM can even lead to favorable service quality perceptions and high purchase intention and that more positive WOM events during the service encounter lead to more favorable service quality and stronger purchase intentions. Hansen and Danaher (1999) found that overall judgment of quality depends more on the performance of the final service than by an initial WOM event. This was attributed to service performance events similarity to WOM events in that both can influence consumers' judgment during a service encounter. Mazzarol, Sweeney, and Soutar (2007) showed that the tendency to purchase a service increases the more consistent positive WOM a consumer receives during a service encounter. The effects of WOM can be very important for firms that are services intensive due to the intangible nature of their offerings and how difficult it is for consumers to evaluate them apart from physical goods (Darby & Karni, 1973). It was not until Klaus and Maklan (2013) presented a significant

positive impact of CEX on WOM - suggesting that it might be WOM's most significant antecedent - that CEX began to be considered an antecedent of WOM. Thus, it is proposed that:

H8: Customer experience will have a direct positive impact on positive word-of-mouth.

1.6   Conceptual framework

The model adopted for this study is based on the Klaus and Maklan (2012) EXQ framework and theoretical foundation. Within this context, CEX is treated as a continuum with the experience lived by a customer being both perceived and assessed according to the various ongoing interactions that take place within a company, encompassing information collection, offerings evaluation, physical interactions, the purchase itself, consumptions of services and evaluations after consumption (Klaus & Maklan, 2013). This treatment seems to be an ideal fit for the retail industry in which department stores operate where customers rely on the service provided by retailers. According to the authors CEX is modeled as a continuum because of the multi-channel encounters that occur before, during and after the delivery of a service that exert a combined influence on customers and therefore should not be treated as isolated episodes. This is particularly important for the retail industry because the expertise and performance of the service provider is evaluated across multiple stages (Klaus & Maklan, 2007). The use of the selected framework will help demonstrate this by addressing all experiential phases (pre-, during-, and post-purchase). Simultaneously the model will yield a better explanation for

the behavior exhibited by consumers and the effectiveness of a company's marketing efforts.

The EXQ framework will also be expanded through the addition of the IRBBB and social WOM dimensions. IRBBB will be used to investigate the nature of the relationship between IRBBB and CEX at the customer level and how it impacts customer loyalty, satisfaction and WOM. The impact of the consequences is of particular importance to the firm's business objectives as managers need to know not only if customers have had a positive or negative experience, but most importantly what drove that result. Fundamentally, the goal is to show that within a retail environment IRBBB is a critical component to determine the nature of a customer's experience and its value to the firm. Based on previous research on CEX by Klaus and Maklan (2012), Gentile et al. (2007) and Verhoef et al. (2009), we argue that because of the holistic nature of CEX, IRBBB is a key factor affecting customer perception of CEX in a retail setting. Table 2 lists all hypotheses and figure 1 summarizes the conceptual framework proposed by the authors. Social WOM will be combined with traditional WOM to enhance the construct in order to produce a more holistic representation of WOM.

Figure 1: Proposed Model

PE = Product Experience
OF = outcome focus
MOT = moments-of-truth
PM = peace-of-mind
IRBBB = In-Role Brand Behavior
CE = Customer Experience
LOY = Loyalty
CS = Customer Satisfaction
WOM = Word of Mouth
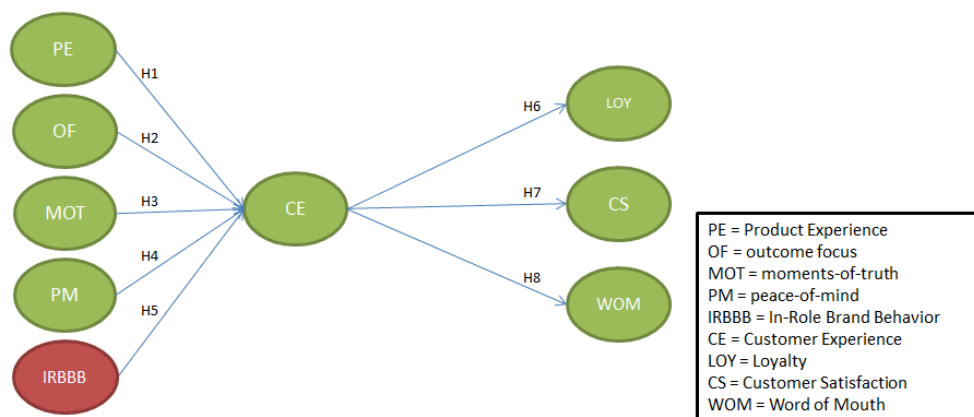
Table 2: Hypotheses List

Research Questions and Hypotheses	Path	Questions	Key References	Source of Data	Method of Analysis
H1: Product experience will have a direct positive impact on CEX.	PEX → CEX	01 - 04	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H2: Outcome focus will have a direct positive impact on CEX.	OUT → CEX	05 - 08	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H3: Moments of truth will have a direct positive impact on CEX.	MOT → CEX	09 - 13	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H4: Peace of mind will have a direct positive impact on CEX.	POM → CEX	14 - 19	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H5: IRBBB will have a direct positive impact on CEX.	IRBBB → CEX	20 - 27	Morhart et al. (2009)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H6: CEX will have a direct positive impact on customer loyalty.	CEX → LOY	28 - 32	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H7: CEX will have a direct positive impact on customer satisfaction.	CEX → SAT	33 - 37	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)
H8: CEX will have a direct positive impact on positive word of mouth.	CEX → WOM	38 - 48	Klaus and Maklan (2012)	Survey	Correlational Analysis and Structural Equation Modeling (SEM)

1.7 Methodology

1.7.1 Data collection

To test the proposed hypotheses, data was collected through store-intercept surveys in Bogota, Colombia, the largest metropolitan city in the country where there is an intense competitive environment within a retail context frequented by savvy and educated consumers. The goal was to gather information from a group of respondents that shall provide diversity across socio-demographic categories. The survey was administered by professional investigators at all 9 locations where retailer Falabella is present. This retail chain was selected because of its well rooted presence in the local context and offers a wide range of brands. It is also very similar in format to existing department stores in developed economies. The department store format was selected because of its heavy reliance in FLEs innate to this business model. Respondents were randomly intercepted as they exited the stores after their shopping trips. Interviewers inquired about their perceptions of the experience they had with the service and products, their outcome focus, how moments-of-truth were handled, how at ease they felt with their purchases and how their interaction with FLEs took place. The premise behind it is that

all these constructs positively affect CEX which in turn affects marketing outcomes in the form of customer loyalty, satisfaction and positive WOM.

Because shopping reasons vary by both time of day and day of the week, data collection was grouped into two distinct segments: Monday through Friday and weekend. Different times of the day were also taken into account, namely morning, afternoon and night, by coding the time periods participants were approached. The activities performed inside the stores by the surveyed subjects were also taken into account to capture if they had made a purchase, returned or exchanged an item, made an inquiry or complaint, sought a needed product to purchase but could not find it or simply window shopped. If a respondent informed the interviewer that he/she was simply passing through the store but did not perform any of the activities described above this person would not be interviewed. Respondents were guaranteed confidentiality and anonymity over the information provided. If a respondent expressed any reluctance to participate in the survey, the contact information of the research company was offered. Data collection was conducted during November of 2016 and resulted in a total of 400 usable questionnaires. The sample description is presented in tables 3 and 4.

Table 3 - Location, Time and Activity Details

Location		Activity	
Centro Mayor	10%	Made a purchase	74.5%
Diver Plaza	7%	Returned or exchanged an item	0.5%
Galerias	13%	Made inquiry of complaint	4.5%
Hayuelos	13%	Sought out a product you needed but could not find it	1.5%
Plaza Central	7%	Window shopped	19%
Plaza Imperial	13%		
Santafe	12%	**Time Period**	
Titan	10%	Morning	33%
Unicentro	15%	Afternoon	52%
		Night	15%
Day			
Monday-Friday	71%		
Weekend	29%		

Table 4 - Socio-demographic traits

Gender		Family Monthly Income	
Male	43%	Less than $1,000,000	38%
Female	57%	$1,000,000-$2,000,000	30%
		$2,000,001-$4,000,000	24%
Age		$4,000,001-$11,000,000	2%
18-25	45%	More than $11,000,001	6%
26-34	25%		
35-49	20%	**Marital Status**	
50-64	8%	Single	60%
Over 64	2%	Married	23%
		Divorced	2%
Social Stratum		Widower	1%
1	1%	Other	14%
2	40%		
3	41%	**Education**	
4	11%	None	1%
5	6%	Some high school	8%
6	1%	High School Degree	43%
		Undergraduate degree	47%
Family Size		Masters or doctorate	1%
1	2%		
2	13%	**Year of Birth**	
3	28%	Before 1946	1%
4	35%	Between 1946 and 1964	6%
5 or more	22%	Between 1965 and 1981	23%
		Between 1982 and 2000	70%
Occupation			
Working	66%		
Unemployed	10%		
Student	24%		

Note 1: Currency is presented in Colombian Pesos (1 USD = 2,925.51 COP as of 5/19/2017).
Note 2: Social Stratum ranges from 1-6 representing geographic areas with lowest to highest income levels. 6 represents the highest income concentration.

1.7.2   Variables Measurement

The survey instrument was developed from existing scales demonstrating

reliability and validity and was double-back-translated by native speakers within the

framework of collaborative and iterative translation as proposed by Douglas and Craig

(2007). It reflects the comprehensive literature reviewed and was also assessed by

academic colleagues for content and face validity of the items. The survey instrument

also accounted for the market characteristics of the country investigated and was tested

with 10 consumers to examine the response format as well as the clarity of the

instructions. All items were rated on a 5-point Likert scale ranging from 1 ("strongly

disagree") to 5 ("strongly agree"). This study also employs a validated multi-item scale

based on the underlying construct of service experience called "EXQ". This particular

scale was selected to measure the constructs that make up the antecedent behaviors of

CEX.

According to our proposed model, CEX is a second order construct with outcome

focus, moments-of-truth, peace-of-mind and IRBBB acting as its antecedents and with

loyalty, customer satisfaction and WOM presented as its consequences. The

measurements for the antecedents outcome focus, moments-of-truth and peace-of-mind,

are from the EXQ scale developed by Klaus and Maklan (2012). According to the authors

the fit of the measurement and structural model followed the recommendations of Hoyle

(1995) and measures of incremental fit were used to determine acceptable model fit.

EXQ's RMSEA resulting score of 0.05 was much better than the 0.10 minimum accepted

level per Hair, Black, Babin, Anderson, and Tatham (2006). A comprehensive

confirmatory factor analysis (CFA) was conducted to evaluate the psychometric

properties of the scale with all items tested being restricted to load on their respective factors. All items can be found in the survey instrument presented in Appendix B represented by questions 1-48.

Product experience consists of experience connected with the range and features of the provider's offerings and is captured using four variables: freedom of choice, cross-product comparison, comparison necessity and account management. This construct helps create the proposed second order construct termed CEX. After a detailed investigation into the context being surveyed it was determined that some of the instrument questions did not properly capture both the retail context and the cultural nuances presented by the surveyed population. Since the original instrument developed by Klaus and Maklan (2012) was geared towards financial institutions some of the verbiage did not apply to a traditional retail environment. Therefore, some words had to be exchanged to improve the fit of the instrument. On the second item the terms "receive mortgage" was exchanged for "have access to". On the fourth item the term "of getting my mortgage" was exchanged for "shopping process". Outcome focus consists of "reducing customers' transaction cost, such as seeking out and qualifying new providers" (Klaus & Maklan, 2012, p. 16) and is captured by four variables: inertia, result focus, past experience and common grounding. This construct is also presented as an antecedent of the CEX construct. The moments-of-truth construct deals with the importance of service recovery and consists of five variables: flexibility, pro-activity, risk perception, interpersonal skills and service recovery. This construct also helps create the proposed second order construct termed CEX. Peace-of-mind reflects the emotional benefits customers experience according to the perceived expertise of the service provider and the

confidence they inspire. It consists of six variables: process ease, relationship/transaction, convenience retention, expertise, familiarity and independent advice. This construct also helps create the proposed second order construct termed CEX. In-Role Brand Building Behavior reflects the behavior of employees in meeting the standards prescribed by their organization as brand representatives. Four of these measures were incorporated from Mohr and Bitner (1995), 1 from Liao and Chuang (2004), 2 from Brady and Cronin (2001) and 1 from Klaus (2014). This construct also helps create the proposed second order construct termed CEX.

The CEX construct is modeled according to Klaus and Maklan (2012) as a formative construct where the dimensions of the model drive CEX perceptions. The measurement is modeled reflectively and the confirmatory factor analysis results reported were for "first-order factor models specifying the scale items as reflective indicators of their corresponding latent constructs, and allow the latent constructs to intercorrelate" (Klaus & Maklan, 2012, p. 20).

The consequences of CEX are potential behaviors likely to be triggered by the CEX construct. As suggested by Klaus and Maklan (2013) loyalty is assessed through a five-item Behavioral Loyalty Scale (Parasuraman, Zeithaml, & Malhotra, 2005) based on a 13-item instrument developed by Zeithaml et al. (1996). Congruent with Klaus and Maklan (2013), customer satisfaction is assessed through an adapted a 5-item customer satisfaction scale from Dagger, Sweeney, and Johnson (2007). WOM was broken into two components: traditional and social media WOM. Traditional WOM measurement is based on Klaus and Maklan (2013) and incorporated a 7-item WOM behavior scale from

(Brown et al., 2005). Social media WOM measurement is based on Eisingerich et al. (2015) and incorporated its 4-item social WOM behavior scale.

1.8 Analysis and results

The possible impact of common method variance in this study was assessed by loading all the items from the study's model onto one factor. This accounted for 5 percent of the variance for the total sample, which was well below the 50 percent threshold needed to be considered a separate construct. This suggests that common method variance did not interfere with our ability to test the study's hypotheses. To test the hypotheses, we employed Partial Least Squares (PLS) regressions to test the hypotheses. This decision was made because when compared to traditional covariance-based structural equation modelling, PLS is better suited for studies focusing on prediction and theory development (Reinartz, Haenlein, & Henseler, 2009). Such was the case with this study which focused on predicting different dependent variables (consequences of customer experience) by means of a model that combined different theoretical frameworks, such as customer satisfaction theories, brand-building behavior theory and customer loyalty theory. Additionally, PLS is a tool better suited for studies that include a large number of indicators and latent variables (Chin, 2010; Hair, Ringle, & Sarstedt, 2011).

1.8.1 Analysis of the Measurement Model

The PLS analysis started with an estimation of the measurement model. According to Klaus and Maklan (2013), customer experience (CEX) was defined as "the customers' dynamic continuous evaluation process of their perceptions and responses to

direct and indirect interactions with providers and their social environment pre-, during and post-purchase and/or consumption of the offering at any given point in time." In the model they developed, CEX was a second-order construct composed of product/service experience, moments of truth, peace-of-mind and outcome focus. This study coherently followed this model with the introduction of the in-role brand-building behavior and social WOM constructs.

Unfortunately, the instrument did not factor as intended. Only outcome focus (OF) was unidimensional. All other factors were multidimensional. The analysis of table 5 showed that with the exception of pm6, all items' outer loadings on their respective variables were above the 0.7 critical threshold (Carmines & Zeller, 1979). All constructs were also found to be internally consistent with all composite reliability indexes (CRI) with a value above the recommended 0.7 benchmark (Nunnally & Bernstein, 1994). The convergent validity criteria for the constructs was also met with resulting average variance extracted (AVE) values higher than 0.5 (Fornell & Larcker, 1981). Finally, discriminant validity was assessed through a comparison of the construct's AVE values with the squared correlation between any pair of constructs (Fornell & Larcker, 1981). All AVE values of the outer model were higher than the squared estimated correlation for all pair of constructs as it can observed in table 6. Additionally, none of the confidence interval points was zero and all calculated paths for the outer model were between the lower and upper values of the confidence intervals as we can see from table 7. Similarly, all AVE values of the inner model were higher than the squared estimated correlation for all pair of constructs as can observed from table 8. As in the outer model, none of the

confidence interval points was zero and all calculated paths for the inner model were

between the lower and upper values of the confidence intervals (table 9).

Table 5 - First-Order Measurement Model

First-Order Construct	Indicator	Standardized loading	Composite Reliability Index (CRI)	Average Variance extracted (AVE)
CS1	cs2	0.841	0.828	0.707
	cs3	0.841		
CS2	cs4	0.816	0.800	0.666
	cs5	0.816		
IRBBB1	irbbb1	0.806	0.788	0.649
	irbbb2	0.806		
IRBBB2	irbbb3	0.847	0.836	0.718
	irbbb4	0.847		
LOY1	loy1	0.851	0.840	0.440
	loy2	0.851		
LOY2	loy4	0.823	0.807	0.677
	loy5	0.823		
MOT1	mot1	0.711	0.805	0.580
	mot2	0.817		
	mot3	0.754		
MOT2	mot4	0.828	0.813	0.685
	mot5	0.828		
OF	of1	0.842	0.830	0.708
	of2	0.842		
PE1	pe1	0.867	0.858	0.751
	pe2	0.867		
PE2	pe3	0.829	0.814	0.687
	pe4	0.829		
PM1	pm1	0.754	0.815	0.595
	pm2	0.832		
	pm3	0.724		
PM2	pm4	0.708	0.783	0.546
	pm5	0.816		
	pm6	0.690		
WOM1	twom1	0.817	0.801	0.668
	twom2	0.817		
WOM2	twom3	0.722	0.809	0.585
	twom4	0.834		
	twom5	0.736		
WOM3	twom6	0.758	0.816	0.597
	twom7	0.827		
	swom1	0.730		
WOM4	swom2	0.703	0.796	0.562
	swom3	0.816		
	swom4	0.733		

Table 6 - Discriminant Validity of Outer Model

Constru	CS1	CS2	IRBBB1	IRBBB2	LOY1	LOY2	MOT1	MOT2	PE1	PE2	PM1	PM2	WOM1	WOM2	WOM3	WOM4
CS1	**0.707**															
CS2	0.071	**0.666**														
IRBBB1	0.011	0.034	**0.649**													
IRBBB2	0.013	0.009	0.156	**0.718**												
LOY1	0.019	0.017	0.019	0.008	**0.724**											
LOY2	0.004	0.017	0.014	0.027	0.066	**0.677**										
MOT1	0.050	0.036	0.017	0.009	0.057	0.009	**0.580**									
MOT2	0.042	0.024	0.067	0.060	0.064	0.048	0.173	**0.685**								
PE1	0.005	0.017	0.028	0.010	0.003	0.003	0.053	0.023	**0.751**							
PE2	0.050	0.012	0.066	0.028	0.019	0.011	0.032	0.034	0.156	**0.687**						
PM1	0.049	0.049	0.075	0.075	0.020	0.045	0.034	0.148	0.072	0.062	**0.595**					
PM2	0.045	0.033	0.029	0.056	0.039	0.061	0.080	0.064	0.015	0.017	0.123	**0.546**				
WOM1	0.028	0.058	0.021	0.004	0.043	0.033	0.000	0.020	0.003	0.020	0.036	0.026	**0.668**			
WOM2	0.025	0.006	0.024	0.025	0.023	0.031	0.039	0.085	0.001	0.023	0.065	0.059	0.032	**0.585**		
WOM3	0.014	0.003	0.009	0.003	0.020	0.057	0.027	0.024	0.001	0.002	0.033	0.041	0.004	0.090	**0.597**	
WOM4	0.029	0.018	0.007	0.017	0.117	0.075	0.004	0.004	0.001	0.005	0.010	0.044	0.022	0.003	0.028	**0.562**

Note 1: Figures in the diagonal present the AVE values. Off-diagonal figures represent the constructs' squared correlations.

Table 7 - Path Coefficients – Outer Model

Relationship			Coefficient	95% CI
CS1	→	CS	0.811	0.766; 0.845
CS2	→	CS	0.781	0.727; 0.825
IRBBB1	→	IRBBB	0.823	0.789; 0.855
IRBBB2	→	IRBBB	0.847	0.808; 0.880
LOY1	→	LOY	0.810	0.768; 0.847
LOY2	→	LOY	0.775	0.725; 0.817
MOT1	→	MOT	0.877	0.851; 0.900
MOT2	→	MOT	0.801	0.768; 0.833
PE1	→	PE	0.849	0.815; 0.877
PE2	→	PE	0.821	0.788; 0.851
PM1	→	PM	0.846	0.812; 0.876
PM2	→	PM	0.795	0.752; 0.835
WOM1	→	WOM	0.491	0.383; 0.589
WOM2	→	WOM	0.695	0.634; 0.754
WOM3	→	WOM	0.682	0.601; 0.757
WOM4	→	WOM	0.525	0.410; 0.622

Table 8 - Discriminant Validity of Inner Model Construct

Construc	CS	IRBBB	LOY	MOT	OF	PE	PM	WOM
CS	**0.435**	0.035	0.034	0.085	0.024	0.041	0.105	0.076
IRBBB	0.035	**0.476**	0.038	0.063	0.067	0.063	0.128	0.049
LOY	0.034	0.038	**0.440**	0.090	0.039	0.019	0.094	0.191
MOT	0.085	0.063	0.090	**0.443**	0.074	0.074	0.159	0.080
OF	0.024	0.067	0.039	0.074	**0.708**	0.203	0.086	0.025
PE	0.041	0.063	0.019	0.074	0.203	**0.502**	0.084	0.011
PM	0.105	0.128	0.094	0.159	0.086	0.084	**0.385**	0.156
WOM	0.076	0.049	0.191	0.080	0.025	0.011	0.156	**0.223**

Note 2: Figures in the diagonal present the AVE values. Off-diagonal figures represent the constructs' squared correlations.

1.8.2 *Hypotheses discussion*

PLS was utilized to establish path estimates between the model's constructs as hypothesized. The hypotheses were tested as recommended by Vinzi et al. (2010) by conducting "an examination of the magnitude of the standard parameter estimates between constructs together with the corresponding t-values that indicate the level of significance" (p.185). A bootstrapping procedure with 1000 subsamples was employed per Hair et al. (2011). Figure 2 and table 10 show each hypothesis, its total effect and whether the hypothesis was supported. As it can be observed in table 9, all hypotheses were supported as indicated by the strength of the path coefficients. Even though our main hypothesis (H5) regarding the influence of IRBBB on CEX was supported and statistically significant, its path strength was much lower than expected (0.009) clearly underscoring its proposed relevance in the CEX process (Table 9) within the context of this study.

The high 0.997 CEX R^2 can be attributed to the formative nature of the model. The R^2 for the consequences as presented in the model, namely customer satisfaction, loyalty and word-of-mouth, were very low at 0.133, 0.127 and 0.136 respectively.

Table 9 - Path Coefficients of Inner Model

Relationship			Coefficient	95% CI
PE	-->	CEX	0.308	0.286; 0.332
OF	-->	CEX	0.246	0.225; 0.268
MOT	-->	CEX	0.398	0.374; 0.428
PM	-->	CEX	0.449	0.421; 0.477
IRBBB	-->	CEX	0.009	0.004; 0.015
CEX	-->	CS	0.365	0.275; 0.444
CEX	-->	LOY	0.356	0.268; 0.448
CEX	-->	WOM	0.369	0.287; 0.449

Figure 2 – Structural equation model with the estimated path coefficients and 95% CI.
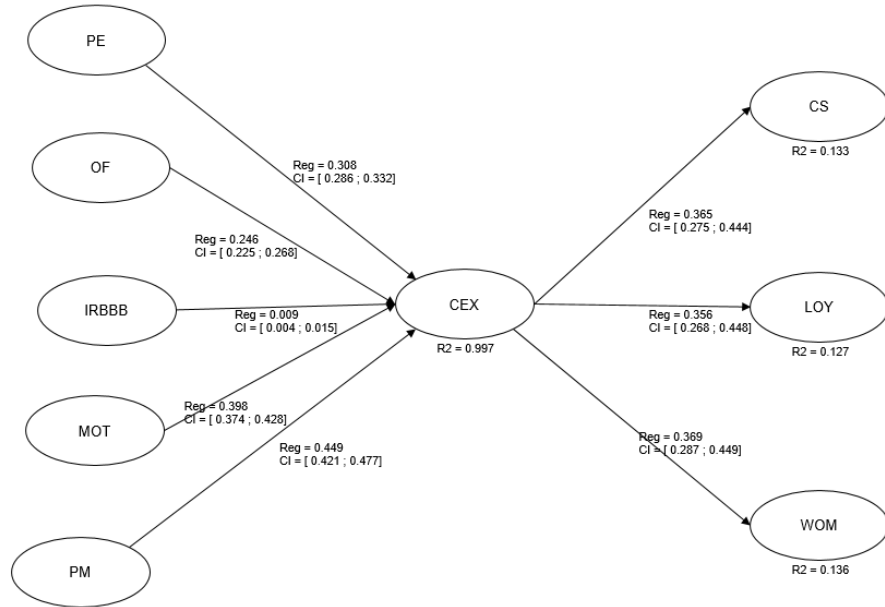
Table 10 - Research Hypotheses Results

Research Hypotheses	Path	Conclusion
H1: Product experience will have a direct positive impact on CEX.	PEX → CEX	SUPPORTED
H2: Outcome focus will have a direct positive impact on CEX.	OUT → CEX	SUPPORTED
H3: Moments of truth will have a direct positive impact on CEX.	MOT → CEX	SUPPORTED
H4: Peace of mind will have a direct positive impact on CEX.	POM → CEX	SUPPORTED
H5: IRBBB will have a direct positive impact on CEX.	IRBBB → CEX	SUPPORTED
H6: CEX will have a direct positive impact on customer loyalty.	CEX → LOY	SUPPORTED
H7: CEX will have a direct positive impact on customer satisfaction.	CEX → SAT	SUPPORTED
H8: CEX will have a direct positive impact on positive word of mouth.	CEX → WOM	SUPPORTED

1.8.3   Additional analysis

Additional analysis was performed on the model by conducting an examination of

how the dimensions as proposed by Klaus and Maklan (2012) would behave when

applied to a non-formative model where CEX is based on Kim & Choi's (2013) proposed

measurement of CEX. Hence the latent variable scores from the Klaus and Maklan

(2012) model were imputed and the model was run in PLS using the scores shown in

Figure A. Kim and Choi's (2013) measure of customer experience quality was also factor

analyzed (table 11) and its the latent variable score was imputed in the PLS model
(Figure 3).

Figure 3 – PLS Model with Kim and Choi's measure of CEX
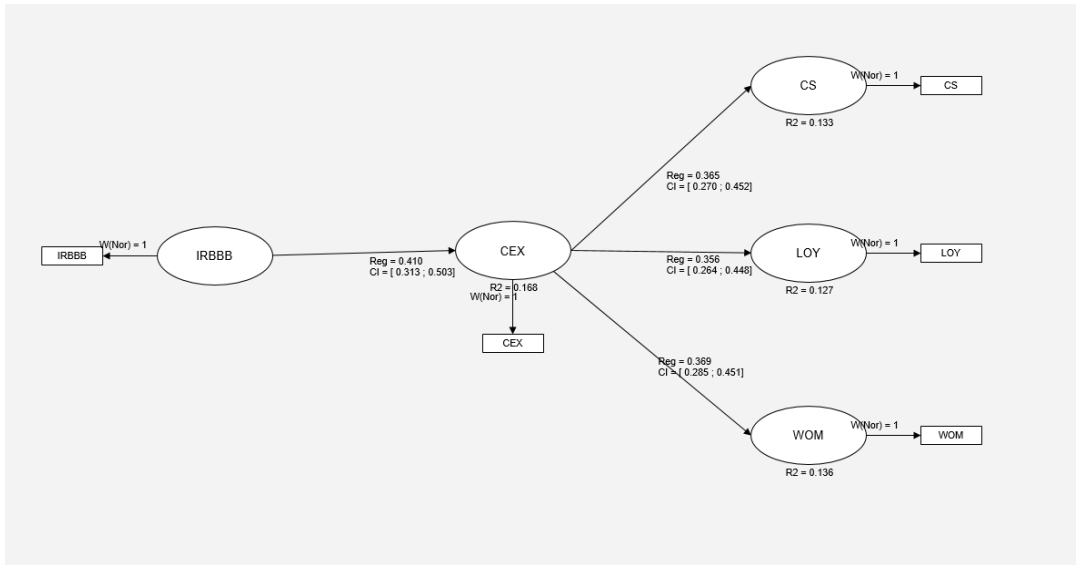
Table 11 – Kim and Choi (2013) Measure of CEX Quality

Component Matrix[a]

	Component
	1
CE1	.722
CE2	.841
CE3	.707

Extraction Method: Principal Component Analysis.

Subsequently, the correlation matrix for all the latent variables was computed
(table 12). While the correlation between CEX and CEKC was found to be statistically
significant ($|r_{crit}| = 0.098$ at a 5% level), it was surprisingly low at 0.395. This raises the
question as to what the second order construct CEX developed by Klaus & Maklan

(2012) is actually measuring and how dependent on context it is. According to the EXQ authors, because of the concrete nature of the antecedents of CEX, perceptual attributes are triggered which in turn combine to form more abstract dimensions. The evaluation of these concrete attributes and its subsequent abstract dimensions show the formation of a higher-order construct that influences behavioral intentions. This resulted in a four-dimensional conceptualization of customer experience where customers based their perceptions of service experience on product experience, outcome focus, moments-of-truth and peace-of-mind. These four dimensions then combine to form the second-order construct CEX which consequently influences customer behavioral intentions represented by the outcomes loyalty, satisfaction and WOM. The model was originally developed for use in a financial institution and the type of business environment along with its customers' needs were the main drivers behind the development of the measuring instrument. Even though the authors argued that the model could be applied to other business environments, this might not be the case because of the holistic nature of the CEX construct along with uniqueness that defines different types of businesses. Concurrently, the other measure of CEX discussed in this study was developed by Kim and Choi (2013) to measure CEX using service outcome quality, interaction quality and peer-to-peer quality as antecedent behaviors that influenced CEX. The model differs from Klaus and Maklan (2012) model most significantly because of its non-formative nature. The researchers developed a measuring construct for CEX around the works of Brady and Cronin (2001) and Lemke, Clark, and Wilson (2011). They also adopted Lemke et al. (2011) concept of customer experience quality as the perception of superiority of customer experience and clearly distinguished customer service quality from service

quality. In essence their CEX model takes into account both quality of services provided by service firms as well as customers' perception of "total experience" making it more flexible in terms of application in various business environments.

Table 12 – Kim and Choi Measure of CEX Quality Correlations Table

	PM	MOT	OF	PE	CEKC	WOM	LOY	CS	CEX	IRBBB
PM	1.000									
MOT	0.399	1.000								
OF	0.294	0.272	1.000							
PE	0.290	0.273	0.450	1.000						
CEKC	0.307	0.343	0.232	0.200	1.000					
WOM	0.396	0.283	0.157	0.105	0.222	1.000				
LOY	0.306	0.301	0.198	0.137	0.134	0.437	1.000			
CS	0.324	0.292	0.156	0.203	0.161	0.276	0.185	1.000		
CEX	0.773	0.730	0.626	0.659	0.395	0.369	0.356	0.365	1.000	
IRBBB	0.358	0.250	0.259	0.251	0.294	0.222	0.195	0.186	0.410	1.000

Multigroup tests were also conducted for gender (table 13), for whether or not the respondents made a purchase (table 14) and for two categories of social status (table 15) to determine if there are any differences in the path coefficients between these groups. No statistically significant differences were found.

Table 13 – Gender Multigroup Test (Male vs. Female)

Path Coefficient	Difference	p-value	Significant
IRBBB -> CEX	0.039	0.685	No
CEX -> CS	0.086	0.345	No
CEX -> LOY	0.081	0.384	No
CEX -> WOM	0.013	0.882	No

Note: Female = 230 (57.5%), Male = 170 (42.5%)

Table 14 – Purchase Multigroup Test (Yes vs. No)

Path Coefficient	Difference	p-value	Significant
IRBBB -> CEX	0.146	0.175	No
CEX -> CS	0.143	0.187	No
CEX -> LOY	0.040	0.701	No
CEX -> WOM	0.081	0.415	No

Note: Yes = 299 (74.75%), No = 101 (25.25%)

Table 15 – Social Stratum Multigroup Test (1, 2, 3 vs. 4, 5, 6)

Path Coefficient	Difference	p-value	Significant
IRBBB -> CEX	0.114	0.334	No
CEX -> CS	0.130	0.289	No
CEX -> LOY	0.104	0.416	No
CEX -> WOM	0.077	0.526	No

Note: 1, 2, 3 = 329 (82.25%), 4, 5, 6 = 71 (17.75%)

1.9 Discussion of results

This study explores the role of employees in the customer experience process in the retail environment of an emerging economy. It does so by examining the relationship of the product experience, outcome focus, moments-of-truth and peace-of-mind dimensions with the customer experience construct. The findings presented here offer valuable insight for scholars and practitioners in the understanding of the engendering process of customer experience and its consequences in a retail environment.

From an academic perspective, this study provides empirical support for relationships that had been mentioned in the CEX literature but not been empirically tested in the retail sector. It also contributes to the CEX literature in many ways. First, it expands the model developed by Klaus and Maklan (2012) to measure CEX through the inclusion of the employee branding behavior (IRBBB) dimension. This addition was grounded on the premise of the holistic nature of CEX and the assumption of the

potential impact that all activities related to a brand can have on the customer-brand relationship. The occurrence of any form of contact between a consumer and a brand involves functional and emotional values promising unique experiences (De Chernatony & Segal-Horn, 2001), even more so if that contact takes place through an employee. It is through this type of interaction that the opportunity for a company to show customers how committed it is to serve them arises. Therefore, it is fair to argue that IRBBB contributes to the experience customers have with a company.

The results presented here confirmed that the original four dimensions of customer experience as proposed by Klaus and Maklan (2012) have a significant positive impact on the CEX construct. All the proposed hypothesis were confirmed, and the 4 original dimensions, product experience, outcome focus, moments-of-truth and peace-of-mind, exerted a positive influence on the CEX construct. It is of significance to note that when compared to a later study conducted by Klaus and Maklan (2013), the strength of these dimensions on CEX in our study were actually higher. The calculated influence of product experience in this study was 0.31 compared to 0.21, for outcome focus it was 0.25 compared to 0.22, for moments of truth it was 0.40 compared to 0.34 and for peace of mind it was 0.45 compared to 0.37. Similar to the results presented in the Klaus and Maklan study, peace-of-mind emerged as the dimension that had the highest impact in CEX. Contrary to the behavior observed with the antecedent dimensions, all the path coefficients of the impact of CEX on the proposed marketing consequences resulted lower than the results presented in the Klaus and Maklan study. The path coefficient for customer satisfaction was 0.37 compared to 0.64, 0.36 for loyalty compared to 0.59 and 0.37 for word-of-mouth compared to 0.63. All the marketing consequences path

coefficients had very similar results, making their impact virtually identical compared to the Klaus and Maklan study which boasted higher results and a notably higher influence in customer loyalty. The holistic nature of CEX and how it is delivered to the customer results in messages that shape the way in which customers feel and tell the stories behind services rendered to them. The distinction between service providers and the organization itself is progressively decreasing in the eyes of consumers. FLEs are becoming a crucial component of the experience delivered by organizations and the way it happens must be further studied. For that reason it is important to learn what customers truly value in their service experiences and how these learnings can be measured and leveraged. Contrary to initial expectations, IRBBB did not exert a great influence over customer experience. Even though the hypothesis that IRBBB would have a positive impact on CEX was supported its impact was negligible within the selected retail format. Multigroup tests also did not reveal any different behavior in terms of gender, whether the respondents made a purchase or for social status (stratums 1-2-3 and 4-5-6) which seems to indicate that the entire sample behaved consistently. In this sense, it can be inferred that the behavior currently displayed by front-line employees of the researched retailer in Colombia does very little to impact the experiences customers have while shopping in any of the retailer's locations. It may be possible that the cultural context of the country where the study was conducted could be a factor behind this result. Due to the late modernization of its retail sector, Colombian consumers have had less experience with modern retail outlet formats than consumers in fully developed economies where practically all of CEX studies in the literature have been conducted. Developed

economies also tend to have mature and competitive retail environments which is simply not the case observed in most emerging markets economies.

Another contribution of this study was the expansion of the word-of-mouth (WOM) dimension in the EXQ model to include both traditional word-of-mouth (WOM) and social media word-of-mouth (WOM) intention. With the increase in importance of social networks, WOM has become a critical component for information diffusion through online communities (Henderson & Gilding, 2004) and should be taken into consideration when conducting any studies involving WOM to fully capture its entire scope.   This study also examines the effects of customer experience on customer loyalty intentions, satisfaction and word-of-mouth (WOM) behavior in an emerging economy. The results confirm the singularity of Colombian consumers who definitely do not behave similarly to their counterparts in fully developed economies where most CEX studies have taken place. These results therefore also contribute to the marketing literature by addressing the call from some researchers for additional understanding of emerging markets (Burgess and Steenkamp, 2006) and of experience management in retailing (Grewal et al., 2009).This study was also the first to examine the CEX construct from the perspective of the customer within a service environment immediately after a sales transaction takes place and addressed Merrilees and Veloutsou's (2016) recommendation for more research to understand the service experience from a customer perspective.

The results clearly highlight the importance of conducting marketing research in emerging countries because of how differently consumers behave when compared to their counterparts in developed countries. This type of information is extremely valuable for

MNEs considering expanding to Latin America. It can help them develop more appropriate market strategies that take into account the peculiarities that define emerging markets. This should increase their chances of success as they would not rely solely on knowledge gained from developed markets.

As one of the first study to explore CEX within the Latin America context, this study, even with its limitations, provides a good starting point for further research on CEX in emerging countries. In terms of limitations, first, this study was restricted to one retailer operating only in the department store format. It would be valuable to examine other retail formats to gain a better understanding of how CEX influences consumer behavior in other retail formats. It might be that the level of involvement that consumers have with a particular format will impact CEX and more heavily influence their feelings of being loyal towards a brand than a person who does not feel any connection with the brand. Second, this study was restricted to one country in Latin America. There is still a tendency in the managerial circles to see Latin American as a single culture. It is clear that each country has its own distinctive features which exert influence in the way its people behave. For example, just take into account the largest country in the region where its population does not even speak the same language spoken in all the others.

Despite the limitations discussed, the findings reported in this study contribute to the understanding of the impact that the role played by FLEs has in the CEX process. Even though the impact for this particular segment of retail was inexpressive when compared with the other antecedent behaviors, the support found for the original hypothesis shows that the IRBBB dimension should be further examined within different contexts. Therefore, it would be interesting to conduct similar studies in other retail

formats. Additionally, it would be beneficial to conduct similar studies in other countries in Latin America to examine if there are any changes in behavior between emerging countries in the same continent.

ESSAY 2. PERCEPTIONS OF BRANDING BEHAVIOR IN THE RETAIL SECTOR OF AN EMERGING ECONOMY: A DELPHI STUDY FROM COLOMBIA.

2.   Introduction

Of all the managerial challenges that companies must face competitive pressure probably sits at the top of the list. Competitive pressure has forced firms that wish to remain in business to fight for their customers harder than before (Masterson & Pickton, 2010). As organizations continue to struggle to differentiate themselves from rivals in today's competitive environment, many have attempted to carve out their niche by attempting to provide exceptional service regardless of offering physical goods or services. This strategy relies on the power of the brand and how it can affect consumer perception of the service provided. It can also be more difficult to implement within a service context because of the challenges posed by variable employee performance and the strong connection that exists between production and consumption (Devlin, 2003). The idea behind this type of branding strategy is based on the brand's capacity to act as a relationship builder for service organizations (Blackett & Harrison, 2001; Ryder, 2004; Webster, 2000). A brand can form a bond with not only customers but also with employees based on the fulfillment of its promise or values at every occurrence to ensure a successful customer-brand relationship (Berry, Conant, & Parasuraman, 1991; Zeithaml, Berry, & Parasuraman, 1993).

Fournier (1998) argued that all activities related to a brand name can impact the customer-brand relationship, whether internal or external to the company. This is in line

with Aaker's (1997) idea that every direct and indirect contact between a consumer and a brand can influence the perception of brand traits. This happens because the essence of a brand involves functional and emotional values promising unique experiences (De Chernatony & Segal-Horn, 2001). Branding within this context deals with consumers' mental structures that assist target audiences with the processing and the cataloguing of product/service knowledge. This process helps them during the decision-making process that normally takes place when selecting a product or service provider and can benefit the organization through improved customer buying habits (Keller, 1998). The brand can not only be communicated through advertisements or public relations campaigns but also through the interactions that take place between staff and consumers (De Chernatony & Segal-Horn, 2001). It is precisely at this point of interaction that the branding of employee behavior becomes extremely important to the overall branding process because of the impact it has on the relationship with the customer and consequently on brand loyalty (Aaker, 2012). The relationship with customers can be broken into two interrelated aspects: external and internal. From the external perspective companies worry about how customers perceive and interact with the behavior displayed by their front-line employees and ultimately how this affects sales. Internally there is a necessity to engender a specific set of employee behaviors that companies attempt to cultivate, namely in-role brand-building behavior (IRBBB) and extra-role brand-building behavior (ERBBB), guided by internal brand management norms with the goal of aligning the firm's brand to the behavior of their front-line employees resulting in a more consistent delivery of the customer experience.

The present study aims to explore the gap in the literature identified by Du Preez, Bendixen and Abratt (2017) in their recent study of behavioral consequences of internal brand management among frontline employees. The authors posited the existence of different operational worlds within the same company where managers and frontline employees operate. These different worlds edict the views of both managers and FLEs and result in different interpretations of brand-oriented behaviors and as a consequence what truly comprises extra-role behavior for FLEs ends up not being aligned with the organization's view. Therefore, it has become more difficult for both managers and FLEs to distinguish in-role from extra-role behaviors. According to Podsakoff et al (2000) this might be due to the increased importance attributed to the need to have employees live the brand. As a consequence, managers might have started to embed extra-role behaviors to job descriptions without fully understanding what constitutes them, and causing them to be treated as in-role behavior further confusing FLEs.

The study was conducted with the participation of three different organizations that operate in the retail segment: one in the medical field, one outsourced call center and one department store chain. Because of the complexity of the issue being investigated it was decided that it would make sense to include three different groups that are an integral part of the job of the FLE: management, FLEs and customers. Management was represented by managers who:

- are involved in the development of FLEs job descriptions
- oversee operations,
- manage FLEs directly

FLEs were represented by floor employees that have direct contact with customers and can provide comprehensive insight of their behavioral process through the expression of their perceptions. Lastly, customers from the three companies were also included because of their role in the receiving end of the brand promise delivery process of all three entities.

This study was limited to employees responsible for customer engagements that take place within a business to consumer context in a retail environment only. Only the in-role brand building behavior (IRBBB) and extra-role brand building behavior (ERBBB) behaviors were investigated. Even through IRBBB and ERBBB share many similarities with the brand citizenship construct, none of the other relational factors that are considered part of this construct was explored in this study. The literature about IRBBB and ERBBB is relatively new and there is still a lack of clarity on how to differentiate the two behaviors within the organizational context allowing for some confusion between managers and FLEs.

Initially a literature review will be conducted to better contextualize the proposed research problem, followed by a discussion of the methodology selected, then a presentation of the findings and conclusions, a review of the implications for future research and the limitations of this study.

2.1   Literature review

2.1.1   *The Importance of employee behavior within the retail context*

The retail sector has been going through significant change over the past few decades. According to Krafft and Mantrala (2006) these are some of the most important changes:

- Customers have developed an increased sense of fashion

- An increase of emphasis on experiential shopping

- Consumers have become more demanding and assertive

- The retail sector has been consolidating

- Globalization and technological advancement impacted retail strategies

- Increase in competition

As a result, retailers had to adapt and design multi-channel operations to improve the retail experience for customers (Mathwick, Malhotra, & Rigdon, 2001) and brand experience has become an important component in the retail process because of the inseparability of service-oriented deliveries and the physical retail setting (Khan, Rahman, & Veloutsou, 2016).

The experience with the brand dominates a consumer's brand perceptions within a service environment to a higher degree than in a product/goods environment where the benefits are of a more tangible nature (Ind, 2003). Both environments rely heavily on the organization's employees, in special FLEs, who must understand what the brand means and its value connection with consumers in order to be able to properly deliver its tangible and intangible components to consumers during service encounters (King & Grace, 2008). Within this context, branding does not shape only customers' perceptions, but also plays a crucial role in shaping employees perceptions (Berry, 2000) in the sense that a brand represents not only the relationship an organization has with its customers but also with its employees (Jacobs, 2003). Schultz and Schultz (2003) argued that for this reason there is a need for front-line employees (FLEs) to align their behavior with the brand values associated with the brand promise. This is important because incongruences

in employee behavior during service transactions complicate the process of successfully managing brand experiences and the delivery that customers are subjected to (Clemes, Mollenkopf, & Burn, 2000).

Because of the nature of their roles, FLEs are directly responsible for the delivery of services and goods to customers (Bettencourt & Brown, 2003; Bettencourt, Brown, & MacKenzie, 2005). It is through customer contact and interaction that FLEs represent and transmit the core characteristics of the organization (Hartline, Maxham III, & McKee, 2000). This interaction at the personal level between FLEs and customers is known as a service encounter (Bitner, 1990; Bitner, Booms, & Mohr, 1994). Service encounters can not only shape a customer's perception of the service delivered (Lytle, Hom, & Mokwa, 1998) but also the quality level associated with it (Winsted, 2000). The behaviors displayed by FLEs at such occasions can influence a customer's perception of service quality (Farrell, Souchon, & Durden, 2001), value and customer satisfaction (Brady & Cronin, 2001). During the service encounter FLEs can transmit psychological signals expressing attitudes and behaviors that are inherent to their organizational brand (Van Knippenberg, 2000). The strength of these signals is directly correlated to the strength of the customer's identification with the organization based on the perception of its core characteristics (Bhattacharya & Sen, 2003; Dutton, Dukerich, & Harquail, 1994). The research on employee branding tends to focus mostly on the effects of this type of behavior or on how it can be managed. The line of research that focuses on the effect side of employee branding investigates its value and effects on customers and brand image. This is done by analyzing how customers perceive FLE in terms of brand image and if and how the brand building performance is acknowledged by customers (Fichtel et al.,

71

2010). The research on employee branding management is more process driven and focuses on the steps necessary for the implementation of the brand personality into the brand building behavior to be displayed by employees (Fichtel et al., 2010) and is the focus of this study.

2.1.2 *The importance of internal marketing and internal branding on branding behavior*

The concept of internal marketing appeared around the same time when service quality began to rise in prominence in the 1980s (Ahmed & Rafiq, 1995). It has been generally agreed that successful internal marketing is an important component of the process of superior service delivery (Berry & Parasuraman, 1992; Greene, Walls, & Schrest, 1994). Internal marketing's goal is to allow the employer to engage their employees in such a way that supports the delivery of the brand promise (Burmann & Zeplin, 2005) and enables them to perform work to the best of their ability (Greene et al., 1994) while providing the best customer experience possible. Internal marketing is also fundamental in the creation of a service culture that can help to increase customer awareness among employees (Zerbe, Dobni, & Harel, 1998).

Berry, Hensel, and Burke (1976) were among the first to use the term internal marketing. Berry (1981) later presented the ideas of employees being customers and jobs being products. Rafiq and Ahmed (2000, p. 454) defined internal marketing as "a planned effort using a marketing-like approach to overcome organizational resistance to change and to align, motivate and inter-functionally co-ordinate and integrate employees towards the effective implementation of corporate and functional strategies to deliver customer satisfaction through a process of creating motivated and customer orientated employees."

Arnett, Laverie, and McLane (2002) proposed the use of internal marketing to influence

the way employees interact with customers and coworkers and to influence their attitudes

and behavior to improve their grasp of the range of skills and knowledge necessary for

the achievement of the collective goals of the organization (King & Grace, 2010). This

however cannot happen unless the organization provides employees with direction that

ensures employees can successfully meet the requirements and expectations of their roles

and responsibilities (King & Grace, 2005). The direction process can be supported with

the transfer of organization brand-related knowledge to the employee through an internal

branding program. Internal branding is fundamental in inducing employees to deliver the

brand promise as designed by the organization (Drake et al., 2005). The deployment of an

internal marketing program supports the creation of a shared brand understanding among

employees that should lead to a committed workforce to deliver on the brand promise

(Punjaisri, Wilson, & Evanschitzky, 2008). Internal branding affects the employee's

attitude toward the brand and their resulting behaviors while delivering on the brand

promise (Punjaisri et al., 2008). After analyzing the crucial role that employees play in

reducing variability of service brands, Vallaster and De Chernatony (2005) recognized

the importance of internal brand management in the process of aligning staff behavior

with organizational brand values. It is important to note that even though internal

branding is a key component in the engendering of employee brand citizenship behavior,

the process can face cynicism, lack of trust and resistance on the part of employees (King

& Grace, 2008).

2.1.3   Internal Brand Management (IBM)

The modern concept of internal brand management was introduced by Burmann and Zeplin (2005). It is based on the premise of the existence of a consistent and continuous identity in order for the brand to be trusted. The authors proposed the inclusion of two additional constructs to explain the process of IBM: brand citizenship behavior, focused on employees living the brand, and brand commitment, focused on the drivers of brand citizenship behavior. Three key levers were proposed for the development of brand commitment: brand-centered human resources management, brand communication and brand leadership. Additionally, they suggested that four context factors act as the building blocks of internal brand management: culture fit, structure fit, employee know-how and disposable resources. Many researchers agree that internal branding management is instrumental in shaping how the brand can affect employee behavior and result in two forms of service behaviors that employees can exhibit: in-role and extra role behaviors, the later also known throughout the literature as brand citizenship behavior. It refers to "frontline employees' meeting the standards prescribed by their organizational roles as brand representatives (either written in behavioral codices, manuals, display rules, and so forth, or unwritten)" (Morhart et al., 2009, p. 123). In-role behaviors are those specified in job descriptions (Brown & Peterson, 1993; MacKenzie, Podsakoff, & Ahearne, 1998). Extra-role brand-building behavior "refers to employee actions that go beyond the prescribed roles for the good of the corporate brand and are discretionary (Morhart et al., 2009, p. 123). In other words, extra-role behaviors are discretionary in nature and are not part of a job description (Ackfeldt & Coote, 2005;

Williams & Anderson, 1991). IBM is therefore essential for the development of brand citizenship behavior.

2.1.4   *Brand Citizenship Behavior (extra-role behavior)*

The theory behind BCB is based on theory of organizational citizenship behavior. Katz (1964) is credited with the introduction of the term extra-role behavior, which was later renamed "organizational citizenship behaviors" (OCB's) in the early 80's as observed in Bateman and Organ (1983) and later more formally defined as the representation of "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization" (Organ, 1988, p. 4). OCBs are the forms of extra-role behaviors that have received the most attention in the marketing literature (MacKenzie, Podsakoff, & Fetter, 1993; Netemeyer, Boles, McKee, & McMurrian, 1997; Posdakoff & Mackenzie, 1994). Burmann and Zeplin (2005) redirected the focus of BCB from the organization to the brand alone and later reduced the seven dimensions of OCB (willingness to help, brand awareness, brand enthusiasm, willingness to accept sacrifices, missionary approach to marketing the brand, striving for developing and improving oneself and willingness to develop the brand further) identified by Podsakoff et al (2000) to three factors: willingness to help, brand enthusiasm and propensity for further development. Willingness to help contains the original willingness to help dimension. Brand enthusiasm contains brand awareness, brand enthusiasm and missionary approach to marketing the brand dimensions. Lastly, the propensity for further development dimension is comprised of the striving for developing and improving oneself and

willingness to develop the brand further dimensions. The original dimension willing to

accept sacrifices was left out because it could not allocated to any of the three factors.

The set of behaviors identified as in-role behaviors (as seen in in table 1) are

traditionally those that make up a job description (Brown & Peterson, 1993), whereas

extra-role behaviors (table 2), because of their discretionary nature, and are not found in

job descriptions and not necessarily typical for FLEs (Ackfeldt & Coote, 2005;

MacKenzie, Podsakoff, & Ahearne, 1998), Williams & Anderson, 1991).

Table 1: In-Roles Behaviors

Behavior	Reference
To be knowledgeable about service/product offered	Morhart et al (2009)
To be punctual	Morhart et al (2009)
To comply with the company's dressing code	Morhart et al (2009)
To understand the role clearly.	Morhart et al (2009)
To actively communicate with co-workers and supervisors.	Williams and Anderson 1991
To conserve and protect organizational property.	Williams and Anderson 1991
To fulfill responsibilities specified in job description	Williams and Anderson 1991
To meet format performance requirements of the job.	Williams and Anderson 1991
To never miss work	Williams and Anderson 1991

Table 2: Extra-Roles Behaviors

Behavior	Reference
To go out of his/her way to help new employees	Ackfeldt and Coote (2005)
To participate in company events without compensation	Ackfeldt and Coote (2005)
To speak well of company when outside of work	Buil et atl (2016)
To voluntarily assist customers even if it means going beyond job requirements	Buil et atl (2016)
To willingly go out of the way to make a customer satisfied	Buil et atl (2016)
To help customers with problems beyond what is expected or required	Buil et atl (2016)
To be willing to give my time to help others who have work-related problems	Buil et atl (2016)
To give up time to help others who have work problems	Buil et atl (2016)
To attend functions that are not required but that help the organizational image	Buil et atl (2016)
To take action to protect the organization from potential problems	Buil et atl (2016)
To ask other colleagues actively for feedback	Burmann et al. (2009)
To be friendly towards customers and other colleagues	Burmann et al. (2009)
To be helpful towards customers and other colleagues	Burmann et al. (2009)
To have a positive attitude towards customers and other colleagues	Burmann et al. (2009)
To report customer feedback or internal problems/difficulties directly to the person in charge	Burmann et al. (2009)
To strive to develop expertise by reading manuals, guidebooks or professional journals	Burmann et al. (2009)
To take responsibility outside of their own competence area if necessary (e.g. in handling customer queries or complaints)	Burmann et al. (2009)
To try to put themselves in the customers' or other colleagues' positions in order to understand their views and problems	Burmann et al. (2009)
To take responsibility for task outside of own area	King and Grace (2012)
To demonstrate brand consistent behaviors	King and Grace (2012)
To consider impact on brand before acting	King and Grace (2012)
To show extra initiative to maintain brand behavior	King and Grace (2012)
To regularly recommend brand	King and Grace (2012)
To pass on brand knowledge to new employees	King and Grace (2012)
To be interested to learn more about brand	King and Grace (2012)
To adapt to less than ideal situations that can come up	MacKenzie and Podsakoff (1998)
To attend training programs	MacKenzie and Podsakoff (1998); Burmann et al. (2009)
To try to learn more about the company	MacKenzie and Podsakoff (1998)
To make recommendations to improve the company's operations and procedures.	MacKenzie and Podsakoff (1998); Burmann et al. (2009); Buil et al. (2016)
To assist a supervisor/coworker with his/her work without being told to do so	Williams and Anderson (1991); Buil et al. (2016)
To cover for absent employees without being told to do so.	Williams and Anderson (1991)
To share experiences and knowledge with co-workers	Williams and Anderson (1991)
To take time to listen to co-workers problems and worries	Williams and Anderson (1991)

This distinction between the two types of behavior is important because managers take both into account when conduction the performance evaluation of an employee Borman & Motowidlo, 1993; MacKenzie, Podsakoff, & Fetter, 1991; Motowidlo & Van Scotter, 1994). The performance evaluation on one end, influences the managers decisions regarding compensation, promotion, training and reprisals (Orr, Sackett, & Mercer, 1989). Additionally, the performance of both types of behavior can affect the financial performance of the organization (George & Bettenhausen, 1990; Posdakoff & Mackenzie, 1994; Walz & Niehoff, 1996). On the other end, it affects employee behavior in a conflictive manner because if extra-role behaviors are not listed in their job descriptions why should they be counted in their performance assessment?

The discretionary effort on the part of the FLE (Deluga, 1994; Castro et al., 2005) is important to the organizations productivity because of the difficulty to predict all in-role behaviors required for organizational success (Deluga, 1994). As a result, some service organizations require extra-role behaviors from their FLEs that can impact the customer's perception of the brand (Castro et al., 2005). Even though the level of control and accountability for extra-role behaviors significantly differs from those of the more clearly defined in-role behaviors, organizations should not refrain from considering them as they are a crucial component to help support the delivery of the brand promise (King & Grace, 2010). The positive disposition of FLEs towards the organization can also affect their likelihood to engage in positive WOM with friends, family and colleagues (Miles & Mangold, 2004). The abstract nature of various aspects of the service environment further highlights the importance of extra-role behavior that can potentially

fill in an unforeseen need introduced by the service environment that an in-role

requirement cannot (Castro et al., 2005).

Some authors supported the idea of distinguishing extra-role behaviors based on

the recipient of these actions. Williams and Anderson (1991) and Saks (2006) argued for

dividing it into two broad categories: (1) OCB behaviors aimed at the organization in

general and (2) OCB behaviors aimed at individuals but that indirectly contribute to the

organization's objectives. Recent research conducted by Buil et al. (2016) introduced

customers as a third distinctive group in the extra-role behavior process. Du Preez et al

(2017) found that there was an absence of brand proselytization as a component of brand

citizenship behavior (word-of-mouth conversations about the brand (Burmann &König,

2011)). This might have been due to a combination of three factors: the industry in which

the organizations they studied operated, the organization's marketing and human

resources practices and the nature of the sample. The industry accounts for an

environment defined by strict operating policies and procedures that typically require

providing customer feedback and reporting problems. This affects FLEs willingness to

help (brand acceptance) and propensity for development (brand development), which are

known antecedents of BCB. In terms of marketing and human resources practices, many

aspects of brand acceptance and brand development have become so important for FLE

performance that they have started to be treated as in-role behaviors. Lastly, when the

sample was comprised mostly of FLEs whose wages are normally very low. Even though

the organizations placed more emphasis on behaviors such as being courteous and helpful

to customers and colleagues, it was rare to see FLEs volunteering to take on extra tasks

unless there is some form of compensation involved. Therefore, the following research question is posed:

Q1. Has extra-role branding behavior simply become in-role branding behavior for FLEs in the retail environment?

2.2 Methodology

The methodology selected for this study was a Delphi study. It was selected because of its iterative properties that allow for a level of flexibility that fit the nature of this project, which is based on the soliciting of opinions from experts about the researched topic. The Delphi method reflects the opinions of the expert participants through a series of questionnaires that ultimately accumulate richer data that should result in a better understating of research questions making it an ideal tool for the exploratory nature of this project.

The Delphi method was originally developed by the RAND Corporation in the 1950's. The main idea behind the technique was to produce a consensus out of a group of selected experts (Dalkey & Helmer, 1963). Linstone and Turoff (1975) characterized the Delphi method as "as a method for structuring a group communication process so that the process is effective in allowing a group of individuals, as a whole, to deal with a complex problem. To accomplish this "structured communication" there is provided: some feedback of individual contributions of information and knowledge; some assessment of the group judgment or view; some opportunity for individuals to revise views; and some degree of anonymity for the individual responses."

This study is an investigation of behaviors displayed by front-line employees and how these behaviors fit either the in-role or the extra-role literature description. Per

Delbecq, Van de Ven, and Gustafson (1975) a three-step strategy was adopted to explore the proposed research questions. This was largely due to both the nature of this project which was aimed at understanding nuances of employee brand behavior and to the nature of the sample, deemed appropriate to uncover sufficient information. Additionally, a study with more rounds would require more effort by participants possibly affecting response rate negatively (Rosenbaum, 1985; Thomson, 1985).

This methodology was also selected because of its iterative property during the data collection and refinement stages of the questionnaires. The nature of the Delphi study also allows for flexibility because of how it is designed, allowing for follow-up questionnaires that result in the collection of richer data that ultimately will lead to a better understanding of the proposed research questions (Okoli & Pawlowski, 2004). The procedure selected for conducting this Delphi study was also based on the recommendations outlined by Schmidt (1997). Schmidt's procedure emphasizes the initial solicitation of opinions from experts and their subsequent ranking of items in order of importance.

The Delphi study also allows for the flexibility of reflecting opinions delivered by experts through a series of questionnaires that evolve according to the feedback provided. Due to the complexity of this issue, it was deemed necessary to seek out knowledge from people that design the job description and hire FLES, control their operational performance, manage them directly, interact with them, such as customers, and the FLEs themselves to help provide a comprehensive insight of the employee behavior process.

The structured group communication process that the Delphi provides was considered good fit for this study because the goal was to gather data in an area of

marketing where there is incomplete knowledge (Adler & Ziglio, 1996; Delbeq et al., 1975) about the employee's perception of role behavior. Due to the perceptual nature of role behavior, it does not lend itself to precise analytical techniques making it an excellent candidate for a Delphi study focusing on subjective judgment of individuals participating collectively (Adler & Ziglio, 1996) while at the same time avoiding direct confrontation.

The first step was to identify factors that will answer the proposed research question:

Q1. Has extra-role branding behavior simply become in-role branding behavior for FLEs in the retail environment?

This question is of a largely subjective nature, as it depends initially on identifying behaviors that are considered either in-role or extra-role behaviors. The identification of pertinent in-role and extra-role behaviors related to employee was fundamentally the result of the extant academic literature on employee behavior. This provided the theoretical background to support the proposed initial discussion on the factors of importance in determining in-role and extra-role behavior of front-line employees.

The second step involved quantitatively testing the list of behaviors compiled in step one using a quasi-experimental design to confirm if they are indeed considered important employee behaviors. This more comprehensive view required the perspectives from the five stakeholder groups from each of the organizations investigated: one human resources manager, one operations manager, one floor supervisor, three front-line employees and three current customers of the company.

2.2.1   Retailers Investigated

Call Center

This is a small outsource call center operating in Bogota, Colombia. They employee about 200 agents and handle a few small local accounts. Employees normally go through a short window of training for each new account where they learn a little about the brand, but the main focus lies on the procedures that have to be follow for either a specific campaign or the service that has been outsourced to them. There is no formal internal marketing program available to employees.

Dental Services Clinic

This is a large organization in the dentistry industry located in Bogota, Colombia. It opened its first clinic in 2014 and now employs approximately 450 employees. Even they specialize in medical services the company is sales oriented. They own and manage their entire supply chain allowing their clinics to offer very competitive prices. Each clinic is staff with at least four receptionists in charge of handling initial contact with patients. The initial examination is completely free and once completed patients are taken to an office where they discuss the dental diagnosis with a sales specialist who walks them through options, payment plans, financing options (100% financed by the company itself) and promotes other services the clinic provides (upsale). There is no specific internal marketing program at this company.

Department Store

This company operates in the retail segment in Bogota. Its main business is the retail sale of clothing, accessories and home products through its unique department store format. The company operates its own credit card offered directly to its clients. The

company employees approximately 2000 people in Bogota. It is well known among consumers and has a strong presence across all media segments regularly running advertising campaigns. Even though the company has a strong HR department with orientation and training programs for new employees they do not have a specific internal marketing program. One point person was selected within the HR department to handle distribution and collection of the survey forms.

2.2.2 Sample (expert selection)

The recommendations of Adler and Ziglio (1996) for participants for a Delphi study were followed for participant selection. All participants had to meet the following four "expertise" requirements listed by the author: 1) to be knowledgeable and experienced with the issue being investigated; 2) to be capable and willing to participate; 3) to have enough time for participation in the Delphi; and lastly, 4) to be able to communicate effectively. This design allows for a comparison of the perspectives of each of the different stakeholder groups. Participants were recruited from three different service companies where FLEs play an important in the process of delivering the brand promise to the consumer. One company operated in the dental service sector, another was a call center and the third company was a large department store. The total sample consisted of 27 participants representing the five stakeholder groups defined previously (table 3).

Table 3: Expert Panel Composition

MEDICAL COMPANY	CALL CENTER	RETAILER
1 HR Manager	1 HR Manager	1 HR Manager
1 Operations Manager	1 Operations Manager	1 Operations Manager
1 Floor Supervisor	1 Floor Supervisor	1 Floor Supervisor
3 FLEs	3 FLEs	3 FLEs
3 Current Customers	3 Current Customers	3 Current Customers
Total: 9	Total: 9	Total: 9

Data collection took place over the course of two months for all three rounds of the study. It fell within the estimate suggested by Delbecq et al. (1975) of 45 days to five months and suffer not loss of participants. Physical copies of the questionnaires were hand-delivered to all participants in the same day.

2.2.3 Round 1

The initial questionnaire included the following short introduction providing a brief explanation of the investigation participants agreed to take part in:

> Most service companies have a significant number of employees who spend most of their working day interacting with customers. Whether they are assisting customers with their purchases or handling queries, these employees often have an important influence on how customers experience the company's brand. This experience affects the customer' satisfaction with the brand, its reputation and future purchase intentions. Given the importance of these customer contacts by frontline employees, please share your thoughts on the subject by answering the following two questions.

At this point two basic questions were introduced to start the open-ended solicitation of ideas. Question number one aimed at capturing participants' opinions about in-role behaviors and question number two focused on extra-role behaviors. The questions were presented in the following manner:

1. Please list five or more important behaviors that should be part of frontline employees' job descriptions to enhance customers' positive brand experience.

2. Please list five or more important behaviors which are above and beyond their job descriptions that frontline employees could engage in to enhance customers' positive brand experience.

The objective for each of the questions was to generate an initial list of in-role and extra-role behaviors according to the point-of-view of each expert. Once all questionnaires were received and data was compiled and the first step involved the removal of identical responses. The results from round 1 are available for each company in tables 5 through 10. The tables are organized by company and by type of behavior along with an assessment of whether the respondents' classification of behavior was accurate was based on how similar each item was to one of the behaviors listed in table 3 and on Burmann and Zeplin's (2005) three BCB factors: willingness to help, brand enthusiasm and propensity for further development. In-role behaviors were classified according to table 2. While all the behaviors listed as in-role behaviors can be categorized as in-role according to the descriptions and needs of each individual retailer, the same cannot be said of extra-role behaviors. Of the twenty-two extra-role behaviors compiled from the answers for the participants of the department store only two could be considered extra-role based: collaboration (if related to interactions with fellow co-workers) and corporate knowledge (if related to self-improvement). The dental clinic's participants listed 31 behaviors as extra-roles, but only four can be considered truly extra-role behaviors (work extra hours if necessary; provide innovative solutions; stay longer if necessary to help customers and to be adaptive). The call center produced a list of 42 extra-role behaviors, where only seven can be truly considered extra-role behaviors (offer help in difficult situations; group needs before personal needs; offer indicators that help

measure performance; train to be able to support other areas; seek out training; go beyond requirements and break paradigms).

Table 4: Department Store In-Role Behaviors Result List

• Know the product/service well • Motivated to work in the position • Empathy • Extroverted • Assertive communication • Provide Clear information to customers • Listen well to customers to be able to provide a solution to their requests • Use clear and respectful language • Good-will and empathy • Provide clients with quick and efficient service • Follow work protocol • Display behaviors linked to company values • Capable of solving problems or look for help. • Maintain work environment as required by company policy • Know the benefits and attributes offered by the brand to customers • Solve and provide support to inquiries from external clients as well as internal clients • Exclusive dedication to client when helping him/her. • Product knowledge • Able to properly discuss product/service features. • Politeness • Exclusive dedication to client when helping him/her. • Friendly with customers	• Patience and understanding when dealing with customers' complaints/inquiries. • Charismatic • Customer care • Product knowledge • Polite when helping clients • Product technical knowledge • Results oriented • Excellent communication skills • Negotiation skills • Problem resolution • Follow protocols • Attend training sessions • Maintain work environment as required by company policy • Know the benefits and attributes offered by the brand to customers • Solve and provide support to inquiries from external clients as well as internal clients • Attend events scheduled by the company related to company goals as well as well-being. • Respect areas of interaction with other co-workers in the workplace. • Address co-workers in a polite and professional way at all circumstances. • Focused on job requirements and obligations and its management. • Behave according to the brand standards both inside as well as outside the company.

Table 5: Department Store Extra-Role Behaviors Result List

- Awareness of time and space - Self-motivation - Collaboration - Credibility - Adaptation - Solve problems as quick as possible - Have adequate information handy - Adequate body and oral expression - Positive attitude - Post-sales follow up with customers - Answer any request from customers even if not related to his/her area - Use polite language all the time. Accompany client when problems arise during purchase process. - Corporate knowledge	- Recommend customers to follow social networks - Mention promotions/deals - Take personal info for future promos - Escort customer to appropriate area in order to address customer needs. - Interact with clients to inquire about service provided by employee. - Organize personal life so it will not affect FLE image in the eyes of customers - Genuinely show interest about the customer. - Perform additional follow up with both virtual and in-store clients.

Table 6: Dental Clinic In-Role Behaviors Result List

- Sense of belonging - Punctuality - Collaboration with other areas - Prudency - Work ethics - Initiative - Tolerance - Self-control - Flexibility - Good communication skills - Emotional intelligence - Respect - Transparency/honesty - Be respectful - Tone - Team work - Know company policies - Fulfill responsibilities - Proper attire - Financing knowledge - Smile - Positive attitude - Positive disposition	- Stay motivated - Good communication with team - Team player Always greet and welcome customers - Reward customer if they have to wait too long - Inform client of any delay in service. - Cordiality - Smile - Respect - Friendliness - Tolerance - Cordiality - Think about the customer's needs - Deliver on the promised made to the customer - Deliver the service on time as promised - Good management skills - Capable of managing KPIs - Product Knowledge - Assertive communication

Table 7: Dental Clinic Extra-Role Behaviors Result List

• Work extra hours if necessary • Provide innovative solutions (outside work) • Follow through with customers problems • Clear doubts in a non-technical way • Follow up with customer with a phone call • Stay longer if necessary to help customers • Sense of belonging • Responsible with work attributions • Adaptive • Personal presentation • Know company procedures • Knowledge of all areas • Follow up with customers • Be available when needed • Have a positive attitude • Make the work environment pleasant • See the good side of a difficult situation • Help improve team work • Keep the workplace clean and organized	• Be attentive • Take extra care of complainers • Take enough time for each customer • Courteous • Fair • Honest • Follow up with customer after service delivery • Remind customers how to contact company if necessary • Provide detail information about complex services • Help answer question from customers that are not yours • Positive attitude • Assure clients of their purchases • Adequate tone of voice • Personalized customer care

Table 8: Call Center In-Role Behaviors Result List

• Be punctual	• Service attitude
• Consistent reporting	• Good communication skills
• Provide service and information to customers	• Good product/service knowledge
• Quickly attend to customer questions and needs	• Dynamism
• Customer orientation	• Failure tolerance
• Service quality	• Can handle pressure
• Empathy	• Ability to quickly address issues
• Active listening	• Time management
• Pressure tolerance	• Customer service
• Self-control/emotional intelligence.	• Punctuality
• Persuasion	• Accurate product/service description
• Listening skills	• Precise information
• Willingness to help	• Sense of satisfaction with work performed
• Friendliness	• Active listening
• Personal presentation	• Good disposition
• Frustration tolerance	• Appropriate non-verbal communication
• Satisfactory problem solving (customers)	• Proactive
• Be pleasant with clients	• Resourceful
• Smile	• Flexibility
• Knowledgeable	• Communication
• Does not blame others for unexpected things.	• Can handle pressure
• Improved attention to customers	• Self-control
• Supervisor motivation	• Client orientation
• Meetings with supervisors	• Emotional intelligence
• Faster answers when dealing with a complaint	• Profit orientation
• Specific phone line to address complaints.	• Team work
• Empathy	• Adaptability to changes
	• Continuous self-improvement

Table 9: Call Center Extra-Role Behaviors Result List

• Friendly with clients	• Draw comparisons without naming competition
• Position ownership	• Set realistic expectations
• Offer help in difficult situations	• Be clear
• Group needs before personal needs	• Simple and direct communication
• Offer indicators that help measure performance	• Handle prices as benefits
• Assertive communication	• Time management
• Client orientation	• Impact
• Active Listening	• Services
• Problem solving skills	• Smile
• Empathy	• Proper greeting
• Teamwork	• Proper farewell
• Friendliness	• Friendliness
• Smile	• Agility
• Sales skills	• Accurate product knowledge
• Always think about the client first	• Appropriate personal presentation
• No conflict with other company areas	• Organized
• Train to be able to support other areas.	• Go beyond requirements
• Empathy	• Sense of humor
• Seek out training	• Break paradigms
• Avoid conflict with other areas	• Honesty
• Personalized attention	• Respect
• After-sale follow up	• Confidence
• Ask and manage referrals	• Leadership

2.2.4   Round 2

A conceptual grouping of similar factors into single items was conducted to make the list easier to comprehend for the participants when it was returned for the round two. Additionally, items that were listed both as in-role and extra-role behaviors by the groups were grouped according to examples in the literature (table 2) and Burmann and Zeplin's (2005) three BCB factors. The questionnaire for round two used the following short introduction before introducing the list of behaviors:

The following list of behaviors was compiled based on the responses you gave in the previous round. Please rate the importance of each behavior in enhancing customers' positive brand experience. Please use a scale where 0 means of no importance and 10 means extremely important.

A different version of the questionnaire was generated for each participating company. The listed contained the answers provided by the participants of each company, without duplicates and with some items combined into a single item. A table containing the entire list of behaviors for all companies can be found at the appendix section. The goal of round two was to validate the list of factors compiled in round one. The idea was to have the experts verify that their responses were correctly interpreted and further refine the categorization of the factors. The questionnaires were developed separately for each group to include the specific list of behaviors its participants submitted in the previous round consolidated based on in-role and extra-role behaviors found in the literature (tables 2 and 3). The answers were adjusted to reflect how each behavior is described in the literature but the participant classification remained unaltered. The form for each group had its list of behaviors randomized and participants were offered an additional opportunity to suggest additional items that might not have been considered initially. Results for round 2 are presented in tables 10 through 12.

Table 10a: Department Store Round 2 Results (In-Role)

Item	Type	AVG
To be knowledgeable about service/product offered	In-Role	**10.0**
To comply with the company's dressing code	In-Role	**9.7**
To understand the role clearly.	In-Role	**9.7**
To understand the brand promise	In-Role	**9.6**
To understand the brand's values	In-Role	**9.3**
To support the decisions and plans of the company	In-Role	**9.2**
To be punctual	In-Role	**9.1**
To fulfill responsibilities specified in job description	In-Role	**9.1**
To adequately complete assigned duties	In-Role	**9.0**
To attend training programs	In-Role	**9.0**
To perform expected tasks	In-Role	**8.9**
To actively communicate with co-workers and supervisors.	In-Role	**8.8**
To never miss work	In-Role	**8.7**
To support company leaders achieve goals	In-Role	**8.7**
To be empowered to make decisions that affect customers.	In-Role	**7.6**
To actively listen to customer	In-Role	**10.0**
To address and support both external as well as internal clients	In-Role	**10.0**
To address coworkers politely and professionally	In-Role	**10.0**
To adhere to work environment policies as required by company	In-Role	**10.0**
To be able to provide clear information to customers	In-Role	**10.0**
To be charismatic	In-Role	**10.0**
To be mindful of appropriateness when interacting with coworkers	In-Role	**10.0**
To be motivated to work	In-Role	**10.0**
To be polite and willing to help	In-Role	**10.0**
To be polite when addressing customer complaints	In-Role	**10.0**
To be results oriented	In-Role	**10.0**
To be willing to help customers quickly and efficiently	In-Role	**10.0**
To behave appropriately both inside as well as outside work	In-Role	**10.0**
To display sympathy towards customers	In-Role	**10.0**
To use clear and respectful language	In-Role	**10.0**
To provide full attention to clients	In-Role	**9.7**
To have good communication skills	In-Role	**9.0**
To be able to solve problems or look for help	In-Role	**8.5**
To be able to handle both external as well as internal clients	In-Role	**8.0**
To be empathic	In-Role	**8.0**
To have negotiation skills	In-Role	**8.0**
To be extroverted	In-Role	**7.0**

Table 10b: Department Store Round 2 Results (Extra-Role)

Item	Type	AVG
To conserve and protect organizational property.	Extra-Role	**8.8**
To adapt to less than ideal situations that can come up	Extra-Role	**8.4**
To try to learn more about the company	Extra-Role	**7.9**
To participate in company events without compensation	Extra-Role	**7.3**
To cover for absent employees without being told to do so.	Extra-Role	**7.1**
To make recommendations to improve the company's operations and procedures.	Extra-Role	**7.1**
To encourage and cheer co-workers	Extra-Role	**7.0**
To share experiences and knowledge with co-workers	Extra-Role	**7.0**
To go out of his/her way to help new employees	Extra-Role	**6.7**
To assist a supervisor with his/her work without being told to do so.	Extra-Role	**6.0**
To take time to listen to co-workers problems and worries	Extra-Role	**4.6**
To accompany customer to the door	Extra-Role	**10.0**
To be credible	Extra-Role	**10.0**
To follow up with customers to inquire about quality of service provided	Extra-Role	**10.0**
To mention offers	Extra-Role	**10.0**
To offer customer refreshments (water, cookie, etc.)	Extra-Role	**10.0**
To offer small gifts or tokens to customers	Extra-Role	**10.0**
To pamper customers	Extra-Role	**10.0**
To pay close attention to customer needs	Extra-Role	**10.0**
To physically guide clients throughout the store when necessary	Extra-Role	**10.0**
To prioritize the customer	Extra-Role	**10.0**
To provide after-sale service to customers	Extra-Role	**9.5**
To be able to address any customer request regardless of being his/her responsibility	Extra-Role	**9.0**
To keep private life separate from professional life.	Extra-Role	**9.0**
To develop a closer relationship with customers	Extra-Role	**8.5**
To display adequate body and oral expression	Extra-Role	**8.0**
To genuinely care about customers	Extra-Role	**8.0**
To have a positive attitude	Extra-Role	**8.0**
To provide an answer as quickly as possible	Extra-Role	**8.0**
To recommend to customers to follow the company's social networks	Extra-Role	**8.0**
To accompany client when issues arise in the purchase process	Extra-Role	**7.5**
To be self-motivated	Extra-Role	**7.0**
To capture customer information to inform about promotions	Extra-Role	**7.0**
To have awareness of time and space	Extra-Role	**7.0**
To be able to multi-task	Extra-Role	**6.0**

Table 11a: Dental Clinic Round 2 Results (In-Role)

Item	Type	AVG
To perform expected tasks	In-Role	**9.9**
To be knowledgeable about service/product offered	In-Role	**9.8**
To never miss work	In-Role	**9.8**
To support the decisions and plans of the company	In-Role	**9.8**
To understand the brand's values	In-Role	**9.7**
To be punctual	In-Role	**9.6**
To fulfill responsibilities specified in job description	In-Role	**9.6**
To support company leaders achieve goals	In-Role	**9.6**
To understand the role clearly.	In-Role	**9.6**
To adequately complete assigned duties	In-Role	**9.4**
To understand the brand promise	In-Role	**9.4**
To attend training programs	In-Role	**9.3**
To comply with the company's dressing code	In-Role	**9.3**
To actively communicate with co-workers and supervisors.	In-Role	**9.1**
To be empowered to make decisions that affect customers.	In-Role	**9.1**
To accurately render services	In-Role	**10.0**
To always greet customers	In-Role	**10.0**
To be a team player	In-Role	**10.0**
To be behave ethically.	In-Role	**10.0**
To be capable of managing KPIs	In-Role	**10.0**
To be customer oriented	In-Role	**10.0**
To be honest and transparent	In-Role	**10.0**
To demonstrate emotional intelligence	In-Role	**10.0**
To have a good attitude	In-Role	**10.0**
To have a positive attitude	In-Role	**10.0**
To have good communication skills	In-Role	**10.0**
To keep clients well-informed	In-Role	**10.0**
To keep the team motivated	In-Role	**10.0**
To not disappoint customers	In-Role	**10.0**
To take initiative	In-Role	**10.0**
To be cordial	In-Role	**9.5**
To be respectful	In-Role	**9.3**
To be friendly	In-Role	**9.0**
To be tolerant	In-Role	**9.0**
To collaborate with other areas	In-Role	**9.0**
To demonstrate self-control	In-Role	**9.0**
To feel part of the company	In-Role	**9.0**
To know the company policies well	In-Role	**9.0**
To offer small gifts or tokens to customers	In-Role	**9.0**
To smile	In-Role	**9.0**
To be flexible	In-Role	**8.0**
To be prudent	In-Role	**8.0**

Table 11b: Dental Clinic Round 2 Results (Extra-Role)

Item	Type	AVG
To encourage and cheer co-workers	Extra-Role	**9.4**
To conserve and protect organizational property.	Extra-Role	**9.3**
To adapt to less than ideal situations that can come up	Extra-Role	**9.1**
To make recommendations to improve the company's operations and procedures.	Extra-Role	**8.9**
To try to learn more about the company	Extra-Role	**8.8**
To assist a supervisor with his/her work without being told to do so.	Extra-Role	**8.7**
To participate in company events without compensation	Extra-Role	**8.6**
To go out of his/her way to help new employees	Extra-Role	**8.4**
To cover for absent employees without being told to do so.	Extra-Role	**8.2**
To share experiences and knowledge with co-workers	Extra-Role	**8.2**
To take time to listen to co-workers problems and worries	Extra-Role	**7.0**
To be fair	Extra-Role	**10.0**
To follow up with customer after service delivery	Extra-Role	**10.0**
To help answer questions from customers that are not yours	Extra-Role	**10.0**
To help make the work environment pleasant	Extra-Role	**10.0**
To provide personalized customer care	Extra-Role	**10.0**
To reassure clients of their purchases	Extra-Role	**10.0**
To remind customers how to contact company if necessary	Extra-Role	**10.0**
To spend enough time with each customer	Extra-Role	**10.0**
To take extra care of complainers	Extra-Role	**10.0**
To take good care of customers	Extra-Role	**10.0**
To be courteous	Extra-Role	**9.5**
To work extra hours if necessary	Extra-Role	**8.0**

Table 12a: Call Center Round 2 Results (In-Role)

Item	Type	AVG
To be knowledgeable about service/product offered	In-Role	**10.0**
To adequately complete assigned duties	In-Role	**9.9**
To understand the brand's values	In-Role	**9.9**
To understand the brand promise	In-Role	**9.8**
To comply with the company's dressing code	In-Role	**9.7**
To understand the role clearly.	In-Role	**9.7**
To fulfill responsibilities specified in job description	In-Role	**9.6**
To actively communicate with co-workers and supervisors.	In-Role	**9.2**
To be punctual	In-Role	**9.2**
To perform expected tasks	In-Role	**9.2**
To attend training programs	In-Role	**9.1**
To never miss work	In-Role	**8.4**
To support company leaders achieve goals	In-Role	**8.2**
To support the decisions and plans of the company	In-Role	**7.1**
To be empowered to make decisions that affect customers.	In-Role	**6.2**
Self-control/emotional intelligence.	In-Role	**10.0**
To be able to handle pressure	In-Role	**10.0**
To be dynamic	In-Role	**10.0**
To be empathic	In-Role	**10.0**
To be persuasive	In-Role	**10.0**
To quickly address customer questions and needs	In-Role	**10.0**
To satisfactory solve customers' problems	In-Role	**10.0**
To smile	In-Role	**10.0**
To take good care of customers	In-Role	**10.0**
To be customer oriented	In-Role	**9.5**
To have good communication skills	In-Role	**9.5**
Active listening	In-Role	**9.0**
Appropriate non-verbal communication	In-Role	**9.0**
To actively listen to customer	In-Role	**9.0**
To be flexible	In-Role	**9.0**
To be friendly with clients	In-Role	**9.0**
To be polite	In-Role	**9.0**
To handle frustration well	In-Role	**8.5**
To have no conflict with other company areas	In-Role	**8.0**

Table 12b: Call Center Round 2 Results (Extra-Role)

Item	Type	AVG
To adapt to less than ideal situations that can come up	Extra-Role	**9.1**
To conserve and protect organizational property.	Extra-Role	**9.0**
To make recommendations to improve the company's operations and procedures.	Extra-Role	**9.0**
To try to learn more about the company	Extra-Role	**9.0**
To encourage and cheer co-workers	Extra-Role	**8.4**
To go out of his/her way to help new employees	Extra-Role	**7.9**
To share experiences and knowledge with co-workers	Extra-Role	**7.6**
To cover for absent employees without being told to do so.	Extra-Role	**6.6**
To assist a supervisor with his/her work without being told to do so.	Extra-Role	**6.2**
To participate in company events without compensation	Extra-Role	**6.0**
To take time to listen to co-workers problems and worries	Extra-Role	**4.9**
Competition knowledge	Extra-Role	**10.0**
Pressure tolerance	Extra-Role	**10.0**
To be able to solve problems or look for help	Extra-Role	**10.0**
To be proactive	Extra-Role	**10.0**
To follow up with customer after service delivery	Extra-Role	**10.0**
To have good sales skills	Extra-Role	**10.0**
To have good self-control	Extra-Role	**10.0**
To prioritize the team	Extra-Role	**10.0**
To be a team player	Extra-Role	**9.5**
To own his/her position	Extra-Role	**8.0**

Round two resulted in a much richer list, now including both survey and literature based items. It is interesting to note that all the extra-role items in each of the lists that were derived from the literature were rated as lower importance than the items provided by the participants in round 1 of the study.

2.2.5 *Round 3*

Once data was collected for round 2, items were further refined into more comprehensive items and a final list containing a total of 40 behaviors emerged. As previously, the refinement was based on the assessment of whether a behavior could be considered extra-role was based on how similar it was to one of the behaviors listed in table 3 and based on Burmann and Zeplin (2005) three BCB factors: willingness to help,

brand enthusiasm and propensity for further development. In-role behaviors were based on table 2 and on job descriptions for FLEs provided by each of the companies participating in the study. They were used as a reference to help identify in-role behaviors (appendix H, I and J). Of the three companies, the call center had the most detailed and strict job description for its FLEs (appendix H). The job description clearly listed all the expected behaviors of its employees along with a clear note emphasizing the fact that there is no room for independent decision on the part of the employee. The dental services clinic FLE job description was not as detailed and restrictive as the call center, but it did list one extra-role behavior, namely "employee fellowship", listed in as a requirement (appendix I). The department store FLE job description also listed in-role behaviors as its mains requirements and offered no mention of extra-role activities (appendix J). This was no surprise, as in-role behaviors traditionally account for 100% of an FLE job description (Brown & Peterson, 1993; MacKenzie, Podsakoff, & Ahearne, 1998) and extra-role behaviors do not appear due to their discretionary nature (Ackfeldt & Coote, 2005; Williams & Anderson, 1991). Similarly to the Du Preez et al. (2017) study, FLEs in these companies work in highly controlled and monitored environments very consistent with the Batt and Moynihan (2002) mass customization model that would account for the lower importance evaluation of extra-role behaviors on the part of FLEs.

This round consisted of two questionnaires. In questionnaire one, a list consisting of the consolidated items that each expert from each company provided was consolidated and reworded to better match items from the literature was provided to each participant. It was randomly sorted to prevent bias in the order of listing of items. Each participant

was asked to rank the importance of each item on the list from zero to ten, with ten representing the highest importance.

The second questionnaire used in round 3 was an identical copy of questionnaire one, except that this time each item was classified as either in-role or extra-role behavior according to the answers participants had submitted in the previous rounds. Participants were then asked to provide their opinion about the behavior classification by answering either agree, disagree or not sure.

The compilation of results generated two tables: one with behaviors ranked in terms of importance and the other a classification of behaviors subjected to participants' judgment in terms of being either in-role or extra-role.

2.3   Data analysis and results

The results were based on the data collected at the final round of the Delphi study. For this stage a questionnaire including both in-role and extra-role behaviors listed randomly was utilized and respondents were asked to first rate the importance of each behavior on a scale ranging from 0 to 10, with 10 representing the highest level of importance. This list consisted of 40 employee behaviors where 28 of the items were the result of the literature review conducted for the project. The classification of items in terms of behavior provided by participants was maintained. The remaining twelve behaviors were the result of rounds one and two of the Delphi study. Of the 40 behaviors, 9 were classified as extra-role behaviors and the remaining 31 items were classified as in-role behaviors. Of these, 12 were the result of participants' contributions of rounds 1 and 2 of the Delphi study and the remaining 19 matched from the extant literature (appendix C).

2.3.1 Behavior importance rating

The analysis of the rating of importance for the behaviors was based only on descriptive statistics. Only the calculated mean for each item was considered and items were ranked in terms of total mean from highest to lowest. Based on the evolution of the list of behaviors from rounds 1 and 2 it can be observed that the participants do not have a very clear idea of constitutes an extra-role behavior. Therefore, it is only logical for them to rank in-role behaviors higher than extra-role, as this is how their performance is managed. Additionally, in-role behaviors are reinforced by their job descriptions and training and expectations are set based on it.

For in-role behaviors, the calculated means for the importance table ranged from 9.852 for the highest rated behavior to 6.963 for the lowest rated item. The lowest rated behaviors in terms of importance were #37 (to take responsibility outside of their own competence area if necessary) and #38 (to ask other colleagues actively for feedback).

Table 13: Behavior Classification Summary (In-Role) - Total

Statistic	Minimum	Maximum	Median	Mean	Standard deviation	Type
S8	9.000	10.000	10.000	9.852	0.362	In-role
S9	8.000	10.000	10.000	9.667	0.620	In-role
S16	6.000	10.000	10.000	9.630	0.884	In-role
S31	8.000	10.000	10.000	9.519	0.643	In-role
S32	8.000	10.000	10.000	9.519	0.643	In-role
S7	7.000	10.000	10.000	9.481	0.849	In-role
S34	7.000	10.000	10.000	9.481	0.849	In-role
S33	8.000	10.000	10.000	9.444	0.641	In-role
S6	7.000	10.000	10.000	9.444	0.801	In-role
S4	7.000	10.000	10.000	9.407	0.971	In-role
S15	7.000	10.000	10.000	9.407	0.931	In-role
S3	7.000	10.000	10.000	9.333	0.920	In-role
S10	6.000	10.000	10.000	9.296	1.137	In-role
S14	7.000	10.000	10.000	9.259	0.984	In-role
S5	7.000	10.000	10.000	9.259	0.984	In-role
S17	4.000	10.000	10.000	9.222	1.311	In-role
S19	5.000	10.000	10.000	9.222	1.340	In-role
S35	3.000	10.000	10.000	9.111	1.476	In-role
S1	7.000	10.000	10.000	9.037	1.192	In-role
S13	6.000	10.000	10.000	8.963	1.285	In-role
S11	6.000	10.000	9.000	8.889	1.155	In-role
S12	5.000	10.000	9.000	8.852	1.262	In-role
S18	6.000	10.000	9.000	8.778	1.311	In-role
S26	4.000	10.000	9.000	8.630	1.445	In-role
S36	0.000	10.000	9.000	8.556	2.006	In-role
S39	3.000	10.000	9.000	8.519	1.827	In-role
S27	5.000	10.000	8.000	8.185	1.302	In-role
S40	0.000	10.000	9.000	8.185	2.304	In-role
S2	5.000	10.000	8.000	8.037	1.427	In-role
S37	0.000	10.000	9.000	7.741	2.347	In-role
S38	0.000	10.000	8.000	6.963	2.780	In-role

For extra-role behaviors, the calculated means for the importance table ranged from 9.148 for the highest rated behavior to 5.074 for the lowest rated item. The highest rated item was S30 (to speak well of the company when outside of work) and the lowest

rated behaviors in terms of importance were S22 (to take time to listen to co-workers problems and worries) and #38 (to ask other colleagues actively for feedback).

Table 14: Behavior Classification Summary (Extra-Role) - Total

Statistic	Minimum	Maximum	Median	Mean	Standard deviation	Type
S30	4.000	10.000	10.000	9.148	1.322	Extra-role
S29	0.000	10.000	8.000	8.074	2.074	Extra-role
S28	2.000	10.000	8.000	7.926	2.018	Extra-role
S24	2.000	10.000	8.000	7.259	2.280	Extra-role
S25	0.000	10.000	7.000	6.889	2.423	Extra-role
S23	0.000	10.000	7.000	6.778	2.455	Extra-role
S21	0.000	9.000	7.000	6.296	2.317	Extra-role
S20	0.000	10.000	6.000	6.222	2.547	Extra-role
S22	0.000	9.000	5.000	5.074	2.986	Extra-role

When analyzing managers and FLEs individually, it could be observed that managers seemed to be more cognizant of the importance and impact the behavior that employees display has on company performance. The calculated means for managerial evaluations ranged from 9.667 to 7.778 (table 15), whereas FLE's displayed more variance ranging from 10 to 6.444 (table 16).

While managers and FLEs seem to share a similar view regarding in-role behaviors there is considerably more variance when looking at their valuations of extra-role behaviors. Managers' ratings varied from 9.111 for the highest rated item to 7.000 for the lowest and FLEs varied from 9.444 to 3.556. Additionally, 6 of the 9 extra-role behaviors were rated below 7.000 (the lowest rated item by managers).

Table 15: Behavior Classification Summary (In-Role) – Managers

Statistic	Type	Minimum	Maximum	Median	Mean	Standard deviation
S08 | Mng	In-role	9.000	10.000	10.000	9.667	0.500
S16 | Mng	In-role	8.000	10.000	10.000	9.556	0.726
S09 | Mng	In-role	8.000	10.000	10.000	9.444	0.726
S10 | Mng	In-role	8.000	10.000	9.000	9.333	0.707
S06 | Mng	In-role	8.000	10.000	9.000	9.222	0.667
S33 | Mng	In-role	8.000	10.000	9.000	9.222	0.667
S35 | Mng	In-role	8.000	10.000	9.000	9.222	0.667
S31 | Mng	In-role	8.000	10.000	9.000	9.111	0.782
S32 | Mng	In-role	8.000	10.000	9.000	9.111	0.782
S14 | Mng	In-role	8.000	10.000	9.000	9.000	0.866
S17 | Mng	In-role	7.000	10.000	9.000	9.000	1.000
S34 | Mng	In-role	7.000	10.000	9.000	9.000	1.118
S07 | Mng	In-role	8.000	10.000	9.000	9.000	0.866
S03 | Mng	In-role	7.000	10.000	9.000	8.889	1.167
S04 | Mng	In-role	7.000	10.000	9.000	8.889	1.269
S15 | Mng	In-role	7.000	10.000	9.000	8.889	1.054
S39 | Mng	In-role	7.000	10.000	9.000	8.889	1.167
S40 | Mng	In-role	7.000	10.000	9.000	8.889	0.928
S05 | Mng	In-role	7.000	10.000	9.000	8.889	1.054
S18 | Mng	In-role	6.000	10.000	9.000	8.778	1.302
S19 | Mng	In-role	6.000	10.000	9.000	8.778	1.394
S36 | Mng	In-role	7.000	10.000	9.000	8.778	1.093
S01 | Mng	In-role	7.000	10.000	9.000	8.667	1.323
S37 | Mng	In-role	6.000	10.000	9.000	8.667	1.323
S12 | Mng	In-role	7.000	10.000	9.000	8.556	0.882
S11 | Mng	In-role	7.000	10.000	8.000	8.444	1.014
S26 | Mng	In-role	7.000	10.000	8.000	8.444	1.014
S13 | Mng	In-role	6.000	10.000	8.000	8.222	1.563
S27 | Mng	In-role	7.000	10.000	8.000	8.111	1.054
S38 | Mng	In-role	5.000	10.000	8.000	8.000	1.500
S02 | Mng	In-role	5.000	9.000	8.000	7.778	1.394

Table 16: Behavior Classification Summary (Intra-Role) - FLEs

Statistic	Type	Minimum	Maximum	Median	Mean	Standard deviation
S08 | FLE	In-role	10.000	10.000	10.000	10.000	0.000
S15 | FLE	In-role	9.000	10.000	10.000	9.889	0.333
S34 | FLE	In-role	9.000	10.000	10.000	9.889	0.333
S07 | FLE	In-role	9.000	10.000	10.000	9.778	0.441
S31 | FLE	In-role	9.000	10.000	10.000	9.778	0.441
S32 | FLE	In-role	9.000	10.000	10.000	9.778	0.441
S04 | FLE	In-role	8.000	10.000	10.000	9.667	0.707
S06 | FLE	In-role	9.000	10.000	10.000	9.667	0.500
S09 | FLE	In-role	8.000	10.000	10.000	9.667	0.707
S13 | FLE	In-role	8.000	10.000	10.000	9.667	0.707
S35 | FLE	In-role	8.000	10.000	10.000	9.667	0.707
S03 | FLE	In-role	8.000	10.000	10.000	9.556	0.726
S05 | FLE	In-role	8.000	10.000	10.000	9.556	0.726
S33 | FLE	In-role	8.000	10.000	10.000	9.556	0.726
S19 | FLE	In-role	5.000	10.000	10.000	9.444	1.667
S16 | FLE	In-role	6.000	10.000	10.000	9.444	1.333
S01 | FLE	In-role	7.000	10.000	10.000	9.333	1.118
S14 | FLE	In-role	7.000	10.000	10.000	9.333	1.000
S10 | FLE	In-role	6.000	10.000	10.000	9.111	1.364
S11 | FLE	In-role	8.000	10.000	9.000	9.111	0.928
S12 | FLE	In-role	5.000	10.000	10.000	9.111	1.616
S17 | FLE	In-role	4.000	10.000	10.000	9.111	1.965
S26 | FLE	In-role	7.000	10.000	9.000	9.000	1.118
S40 | FLE	In-role	5.000	10.000	9.000	8.667	1.581
S36 | FLE	In-role	7.000	10.000	8.000	8.556	1.014
S27 | FLE	In-role	5.000	10.000	9.000	8.556	1.667
S18 | FLE	In-role	6.000	10.000	9.000	8.333	1.500
S39 | FLE	In-role	4.000	10.000	9.000	8.222	1.986
S02 | FLE	In-role	6.000	10.000	8.000	7.889	1.269
S37 | FLE	In-role	5.000	10.000	8.000	7.889	1.453
S38 | FLE	In-role	1.000	9.000	7.000	6.444	2.833

When conducting a direct comparison of how both groups rated each item in the questionnaire, it can be observed that in-role behavior did not vary dramatically between manager and FLEs (table 17). Similar results can be observed in the extra-role list (table 18) with a high variance only for items S22 and S20.

Table 17: Group Importance Difference (In-Role)

Item	Managers	FLEs	Difference
S01	FLE	8.667	9.333	-7%
S02	FLE	7.778	7.889	-1%
S03	FLE	8.889	9.556	-7%
S04	FLE	8.889	9.667	-8%
S05	FLE	8.889	9.556	-7%
S06	FLE	9.222	9.667	-5%
S07	FLE	9.000	9.778	-8%
S08	FLE	9.667	10.000	-3%
S09	FLE	9.444	9.667	-2%
S10	FLE	9.333	9.111	2%
S11	FLE	8.444	9.111	-7%
S12	FLE	8.556	9.111	-6%
S13	FLE	8.222	9.667	-15%
S14	FLE	9.000	9.333	-4%
S15	FLE	8.889	9.889	-10%
S16	FLE	9.556	9.444	1%
S17	FLE	9.000	9.111	-1%
S18	FLE	8.778	8.333	5%
S19	FLE	8.778	9.444	-7%
S26	FLE	8.444	9.000	-6%
S27	FLE	8.111	8.556	-5%
S31	FLE	9.111	9.778	-7%
S32	FLE	9.111	9.778	-7%
S33	FLE	9.222	9.556	-3%
S34	FLE	9.000	9.889	-9%
S35	FLE	9.222	9.667	-5%
S36	FLE	8.778	8.556	3%
S37	FLE	8.667	7.889	10%
S38	FLE	8.000	6.444	24%
S39	FLE	8.889	8.222	8%
S40	FLE	8.889	8.667	3%

Table 18: Group Importance Difference (Extra-Role)

Item	Managers	FLEs	Difference
S20 | FLE	7.889	5.444	45%
S21 | FLE	7.000	6.000	17%
S22 | FLE	7.111	3.556	100%
S23 | FLE	7.333	6.333	16%
S24 | FLE	8.111	6.556	24%
S25 | FLE	7.667	6.000	28%
S28 | FLE	8.444	7.556	12%
S29 | FLE	8.333	8.667	-4%
S30 | FLE	9.111	9.444	-4%

2.3.2 Classification Agreement

Items were initially ranked in terms of agreement from highest to lowest and presented as separate tables for in-role and extra-role behaviors. Overall agreement with the classification of behaviors as in-role was relatively high ranging from 100% for some items down to 52%. Only 3 behaviors out of 31 fell below 70% (namely S37, S2 and S38) (table 19). The story was different in the extra-role front with items ranging from 81% to 59%. Of the 9 items in the table fell below the 70% mark (S22, S23, S20, S21 and S24) (table 20).

Table 19: Behavior Classification (In-Role) - Total

Item	Type	Agree	Disagree	Not sure
S15	In-role	100%	0%	0%
S31	In-role	100%	0%	0%
S32	In-role	100%	0%	0%
S8	In-role	96%	4%	0%
S9	In-role	96%	4%	0%
S33	In-role	96%	4%	0%
S34	In-role	96%	4%	0%
S1	In-role	93%	4%	4%
S4	In-role	93%	4%	4%
S5	In-role	93%	4%	4%
S11	In-role	93%	4%	4%
S14	In-role	93%	7%	0%
S16	In-role	93%	4%	4%
S19	In-role	93%	4%	4%
S26	In-role	93%	4%	4%
S35	In-role	93%	4%	4%
S6	In-role	89%	4%	7%
S7	In-role	89%	4%	7%
S10	In-role	89%	4%	7%
S17	In-role	89%	4%	7%
S36	In-role	89%	7%	4%
S3	In-role	85%	4%	11%
S12	In-role	85%	11%	4%
S13	In-role	85%	4%	11%
S40	In-role	85%	15%	0%
S18	In-role	78%	15%	7%
S27	In-role	70%	15%	15%
S39	In-role	70%	22%	7%
S37	In-role	63%	19%	19%
S2	In-role	59%	19%	22%
S38	In-role	52%	33%	15%

Table 20: Behavior Classification (Extra-Role) - Total

Item	Type	Agree	Disagree	Not sure
S30	Extra-role	81%	11%	7%
S28	Extra-role	78%	15%	7%
S29	Extra-role	78%	19%	4%
S25	Extra-role	74%	15%	11%
S22	Extra-role	67%	26%	7%
S23	Extra-role	67%	22%	11%
S20	Extra-role	59%	22%	19%
S21	Extra-role	59%	19%	22%
S24	Extra-role	59%	22%	19%

When analyzing the manager and FLE groups individually, it could be observed that agreement levels for in-role behaviors between the two groups was relatively consistent with some disagreement affecting only a few items. Managers showed a low agreement with the classification of items S3, S37 and S38 (67% for each), whereas FLEs rated their agreement with items S2 (67%), S27 (67%), S37 (67%), S39 (56%) and S38 (44%). It is interesting to note that one of the lowest rated items for managers, S3 at 67% was actually one of the highest rated items for FLEs at 100% (table 21).

Table 21: In-Role Variance between groups

Item	Managers	FLEs	Variance
S01	100%	100%	0%
S02	78%	67%	17%
S03	67%	100%	-33%
S04	100%	89%	13%
S05	100%	89%	13%
S06	89%	100%	-11%
S07	89%	89%	0%
S08	100%	100%	0%
S09	100%	100%	0%
S10	100%	89%	13%
S11	100%	89%	13%
S12	78%	100%	-22%
S13	89%	89%	0%
S14	100%	100%	0%
S15	100%	100%	0%
S16	89%	89%	0%
S17	89%	89%	0%
S18	78%	89%	-13%
S19	89%	100%	-11%
S26	100%	100%	0%
S27	89%	67%	33%
S31	100%	100%	0%
S32	100%	100%	0%
S33	100%	100%	0%
S34	100%	100%	0%
S35	100%	89%	13%
S36	100%	89%	13%
S37	67%	67%	0%
S38	67%	44%	50%
S39	78%	56%	40%
S40	89%	89%	0%

Table 22: Extra-Role Variance between groups

Item	Managers	FLEs	Variance
S20	78%	33%	133%
S21	78%	44%	75%
S22	89%	56%	60%
S23	78%	56%	40%
S24	89%	33%	167%
S25	100%	44%	125%
S28	89%	67%	33%
S29	89%	78%	14%
S30	89%	89%	0%

When conducting a similar analysis between the manager and FLE groups individually, it could be observed that there was significant variance in terms of agreement levels for extra-role behaviors. The only items managers and FLEs seemed to agree on was S30, with S29 showing a relatively low variance as well (table 22). This seems to suggest that managers and employees do not see extra-role behavior in the same manner.

Additionally, when comparing the table of items generated by the study and comparing it the classification of behavior against the literature it can be seen that various items were misclassified by the participants:

Table 23: Behavior comparison – Survey vs. Literature

#	Item	Survey	Literature	Variance
S1	To be a team player	In-role	Extra-role	≠
S2	To collaborate with other areas	In-role	Extra-role	≠
S3	To be customer oriented/ willing to help customers	In-role	In-role	=
S4	To be polite/ tolerant/ respectful/ courteous	In-role	In-role	=
S5	To be willing to help customers quickly and efficiently	In-role	In-role	=
S6	To provide full attention to customers	In-role	In-role	=
S7	To build rapport with customers	In-role	In-role	=
S8	To be honest/ ethical	In-role	In-role	=
S9	To actively listen to customers	In-role	In-role	=
S10	To communicate clearly when dealing with customers and coworkers	In-role	In-role	=
S11	To help make the work environment pleasant	In-role	Extra-role	≠
S12	To resolve customer queries/problems	In-role	In-role	=
S13	To never miss work	In-role	In-role	=
S14	To understand the role clearly.	In-role	In-role	=
S15	To comply with the company's dressing code	In-role	In-role	=
S16	To be knowledgeable about service/product offered	In-role	In-role	=
S17	To attend training programs	In-role	Extra-role	≠
S18	To actively communicate with co-workers and supervisors.	In-role	In-role	=
S19	To be punctual	In-role	In-role	=
S20	To cover for absent employees without being told to do so.	Extra-role	Extra-role	=
S21	To assist a supervisor with his/her work without being told to do so.	Extra-role	Extra-role	=
S22	To take time to listen to co-workers problems and worries	Extra-role	Extra-role	=
S23	To go out of his/her way to help new employees	Extra-role	Extra-role	=
S24	To share experiences and knowledge with co-workers	Extra-role	Extra-role	=
S25	To participate in company events without compensation	Extra-role	Extra-role	=
S26	To conserve and protect organizational property.	In-role	In-role	=
S27	To adapt to less than ideal situations that can come up	Extra-role	Extra-role	=
S28	To try to learn more about the company	Extra-role	Extra-role	=
S29	To make recommendations to improve the company's operations and procedures.	Extra-role	Extra-role	=
S30	To speak well of company when outside of work	Extra-role	Extra-role	=
S31	To fulfill responsibilities specified in job description	In-role	In-role	=
S32	To meet format performance requirements of the job.	In-role	In-role	=
S33	To have a positive attitude towards customers and other colleagues	In-role	Extra-role	≠
S34	To be friendly towards customers and other colleagues	In-role	Extra-role	≠
S35	To be helpful towards customers and other colleagues	In-role	Extra-role	≠
S36	To try to put themselves in the customers' or other colleagues' positions in order to understand their views and problems	In-role	Extra-role	≠
S37	To take responsibility outside of their own competence area if necessary (e.g. in handling customer queries or complaints)	In-role	Extra-role	≠
S38	To ask other colleagues actively for feedback	In-role	Extra-role	≠
S39	To strive to develop expertise by reading manuals, guidebooks or professional journals	In-role	Extra-role	≠
S40	To report customer feedback or internal problems/difficulties directly to the person in charge	In-role	Extra-role	≠

2.4   Discussion

Even though managers have a strong influence in the development of a job description it is clear that there is still some confusion as to both the distinction between in-role and extra-role behaviors and their importance. Starting with the data collection process in round one, respondents seemed to have a much better idea of what constituted an in-role behavior as opposed to extra-role. From round one until the development of the final list of behaviors used for round 3 the survey contributed with 12 additional items for the in-role behavior list whereas none of the items listed by the participants as extra-role were added in addition to what had already been listed in the literature. Some of the respondents actually listed the same behavior as being both in-role and extra-role (good communication skills, for example) clearly signaling their confusion when trying to differentiate between the two.

Based on the results of this study, when comparing the perceptions of manager and FLEs there was not too much variance in their rates of agreement with the classification of in-role behaviors. The result was different when looking at evaluations for extra-role behaviors. While managers displayed a reasonable level of agreement with the items classified as extra-role, FLEs had a completely divergent view disagreeing with practically all extra-role items listed with the exception of items S29 and S30. Additionally, as it can be observed from the job descriptions provided, factors such as extra-role items such as adequate teamwork, attitude towards conflict resolution or attention disposition are presented as items required for success, whereas lack of fellowship and inadequate teamwork are presented as items the can cause the employee to fail (appendix I) . Continuous learning, communication and transparency and

flexibility (appendix H) are clearly extra-role behaviors when compared to items found in the list of extra-role behaviors presented in table 2 but were also added to the FLE job description. Additionally, the behaviors classified as in-role and extra-role by the participants were analyzed against similar behaviors previously classified in the literature. The result indicated that while the vast majority of in-role behaviors were correctly labeled, extra-role still came across as a gray area for the participants (table 24) further supporting the point that managers and FLES of a retail organization cannot differentiate in-role from extra-role behaviors.

Therefore, the answer to the proposed research question (has extra-role branding behavior simply become in-role branding behavior for FLEs in the retail environment?) is yes. Managers, particularly human resources managers, are treating extra-role behaviors as in-role and adding them to the job description of FLEs. This is turning a behavior that is essentially described in the literature as voluntary by nature into a job requirement that does not have many tools available to help manage it as do in-role behaviors. This seems to point to the existence of a gap between what managers expect and the employees' perception of what their roles should be. This might be due to the nature of the retail environment where all three participating companies operate in. It is possible that because of the high-pressure nature of their jobs where performance is constantly measured based on metrics that for the most part are determined by the successful execution of in-role behaviors employees tend to develop a higher appreciation for in-role measures rather than the more subjective extra-role set of behaviors. In other words, the operational environment FLEs are part of does not condone the development and execution of extra-role behaviors. This seems to be a natural consequence of the work

environment where by the nature of their role FLEs are paid low wages, making it difficult for them to truly develop an appreciating of the brand. This situation if very similar to findings presented by Du Preez et al. (2017) where it was argued that FLEs do not want to act as brand ambassadors because of the strict operational environment they work at. The situation is very different from the perspective of managers who unlike FLEs would be more likely to volunteer to take additional tasks, put in extra work hours, or display any other form of extra-role behavior without the need for additional compensation (Du Preez et al., 2017).

When analyzing how managers and FLEs rated the importance of in-role and extra-role behaviors in terms of the evaluation of importance of in-role behaviors, there were no major variances between the two groups (table 18). The same happened with extra-role behaviors, with the exception of items S20 and S22, which showed some significant variance (table 19).

Therefore, it can also be argued that managers and FLEs share a common vision of the importance each form of behavior has to the organization's branding efforts. This means that while managers and FLEs acknowledge the importance of two groups of behaviors, it is difficult for FLEs to differentiate one group from the other.

2.5   Conclusions

From a human resources perspective, the results indicate a need to coordinate marketing an HR activities together in order to proper align employees' behaviors with the values of the brand (Punjaisri & Wilson, 2007). The corporate branding literature points out the need for the organization to communicate with clarity, credibility, consistency and coherence (Lauterborn, Schultz, & Tannenbaun, 1993). Balmer and

Greyser (2002) argued the need for communication with all stakeholders using a single voice through a coordinated total communication effort. In order for this to happen it is very important that organizations identify any existing asymmetry between the values held by staff and management (De Chernatony & Dall'Olmo Riley, 1999), as was the case in this study. This would help differentiate in-role from extra-role behaviors in the eyes of FLES and promote the proper alignment of performance expectations and evaluations. The acknowledgement of this distinction is important for both managers and FLEs because both behaviors are taken into account at the time of employee performance evaluations (Borman & Motowidlo, 1993; MacKenzie, Podsakoff, & Fetter, 1991; Motowidlo & Van Scotter, 1994) and it is the performance evaluation that ultimately influences decisions regarding compensation, promotion, training and reprisals (Orr, Sackett, & Mercer, 1989). A clear differentiation of the two types of behavior would also benefit FLEs by developing in them an understanding of the in-role functions listed in their job description and help eliminate ambiguity related to their roles. This plays an important role in the process of role ambiguity elimination and helps build stronger working relationships between group members that will ultimately affect FLE's role clarity. The clarification of employees' roles within their work environment can also be improved through the communication of information regarding service offering, customer needs and wants, product, service benefits and characteristics, corporate aims and objectives (Lings & Greenley, 2005). Guest and Conway (2002) argued that this type of information is a prerequisite to align employees' attitudes and behaviors with organizational goals because of its aptitude to modify individual behavior. The role clarity literature supports the relationship between employee understanding role

requirements and employee satisfaction (Boselie & Van der Wiele, 2002). Managers should leverage this and take a proactive position to drive the process of engaging with customers through the brand instead of waiting for them to take action (France, Merrilees, & Miller, 2016).

2.6   Implications for marketers and managers

Even though there is quite a bit of recent literature on the employee brand building process its practical application still presents its own set of challenges. One recommendation to support this process involves the development of brand identity guidelines directed at employees that should be executed through internal training sessions (Fichtel et al., 2010). If performed correctly this should positively support the development of brand building behavior enough to impact the customer's perception of the brand during a sales encounter, therefore lending support to the value of an employee branding program. It was by taking these ideas into consideration that Fichtel et al. (2010) set out to study drivers testing Audi automobiles in the Netherlands and Denmark. According to the authors, Audi was selected because of its management strong belief in the valuable correlation between sales and service experience. They firmly believe that this is a crucial step in differentiating their brand identity and developed an internal concept based on it named "the Audi way" (Fichtel et al., 2010, p. 168). The Audi way is a program that was created to develop companywide brand building attitude, with a special focus on FLEs. This provided the researchers with the ideal scenario to conduct a study to measure the impact of such a program on customers. After the study was concluded Fichtel et al. (2010) reported that the investment on the FLE brand building program had a positive impact on both brand perception and customer satisfaction.

2.7   Implications for future research

It is reasonable to conclude that the difference in perceptions between management and FLEs' views is a product mostly, if not all, of a company's functions and consequently relevant to the internal brand management process. If one can draw the conclusion that most FLEs experience a discrepancy between company expectations and their own views, and more particularly between brand supporting behaviors and their own self-understanding, the internal branding efforts of a firm are seriously affected. It is necessary to provide employees with clear direction in order to influence their attitudes and behavior to reflect organizational requirements. Only by doing so will FLEs be able to successfully perform their roles and responsibilities to support the delivery of the brand promise (King & Grace, 2005).

One of the areas identified for future research consists of examining the acceptance of branding behavior among lower paid FLES. As it can be clearly observed by the findings of this research project, FLEs operate in a world that differs quite a lot from that of managers. Besides understanding the differences between in-role and extra-role branding behavior in the eyes of FLEs, it would be interesting to seeks out additional theoretical and empirical evidence to determine which elements influence in the development and adoption of in-role and extra-role branding behaviors on the part of FLEs.

As part of the membership of an organization, FLEs develop a set of meanings through which they remember, describe and relate to the organization (Melewar, 2003; Melewar et al., 2012). This implies the existence of a psychological relationship between the FLE and the firm where FLEs make conscious decisions about the firm that influence

how they represent it (Balmer & Soenen, 1999). This makes sense when considering FLEs as the audience of an organization's corporate identity because a lot of the understanding they gain regarding the organization itself comes from physical and behavioral cues they observe through internal interactions (Shee & Abratt, 1989). This lends support to the idea that not all knowledge available at the brand community is acquired through structured internal marketing. Some knowledge is acquired through informal sources such as interaction and observation of employees, coworkers, supervisors, and friends who work for the company. It would be interesting to investigate how this informal socialization process can help employees better adjust to their jobs and support the organization's employee branding efforts.

Additionally, the process of internalization of brand identity is greatly influenced by an internal marketing program, whose goal should be to influence employee attitudes and behavior and to improve employees' grasp of the range of skills and knowledge necessary for the achievement of the collective goals of the organization (King & Grace, 2010). This however cannot happen unless the organization provides employees with direction that ensures employees can successfully meet the requirements and expectations of their roles and responsibilities (King & Grace, 2005).

2.8 Limitations

Although the Delphi method is a great tool for situations where there is incomplete knowledge about phenomena, it is not without its limitations. In the case of this study, the first limitation is the size of the sample studied. Its limited size makes it difficult for to generalize its findings. Also, the study was conducted specifically with companies operating in the retail sector, which makes generalizing results to other areas a

risky proposition. The sample was also collected in an emerging economy, which

operates under very different conditions when compared to advanced markets.

Concluding Chapter: Why employee branding behavior matters?

It is undeniable that customer experience has been gaining importance in the business world lately. It has become particularly important for companies that operate or rely on the delivery of service to fulfill the brand promise. As mentioned throughout both studies, front-line employees play a crucial role in this process as they are not only the link in the chain where the company comes into direct contact with the customer but also the last one. It is at this moment when the business transaction will either take place or not. The successful processing of a sale crowns the efforts of the marketing department, whereas a customer walking away from a purchase due to a negative experience represents both a missed opportunity and a loss represented by the allocation of marketing resources aimed at attracting the customer.

The goal of essay 1 of this dissertation was to evaluate the impact employees have in the overall experience a customer has when visiting a retailer. It specifically focused on employee in-role brand building behavior, which is much more controllable than its counterpart extra-role brand building behavior. It also provided managers with a list of consequences that can be used as key performance indicators to help manage the customer experience program. This is important because it is becoming increasingly difficult to find tangible justification for both an internal branding program as well as a customer experience program. The results of the employee branding program can also manifest as employee attitude and behavior that can impact the company in terms of resources used in recruitment and training that can be saved. The hypothesis that employee behavior does have an impact in the overall customer experience found support in study 1, alas minimal. Nevertheless, it was enough to point out the need for research to

further explore this topic by evaluating different settings where perhaps customers have a higher degree of involvement with their purchases.

Essay 2 complements essay by examining employee brand behavior from a different perspective. It tried to determine if managers and front-line employees share a similar view of what constitutes in-role and extra-role branding behaviors. The second research question attempted to measure how each group values each set of behaviors in terms of importance for the organization. The findings showed that even though managers and FLEs share a close sense of importance for both behaviors they do not agree on which behaviors should be considered extra-role behaviors. This raises quite a few questions, the first one being how closely aligned human resources views are with the training being provided to employees? A program designed around the brand implies the alignment of human resources practices with the organization's brand values (Gotsi & Wilson, 2001). These practices should focus on the beginning of the process during the recruitment stage to ensure alignment of recruited applicants with the values and identity of the brand (Burmann & Zeplin, 2005). By doing so, companies will not only attract and retain great people, but also create an environment that support employee personal growth and the display of extra-role behaviors such as the frequency in which employees speak about the workplace to family and friends. The involvement of human resource in the internal brand management process is a requirement if a company wants to engender the appropriate type of branding behavior in its employees. The misalignment of perceptions and expectations discovered in study 2 represent a great area of opportunity for companies to appropriately align the behaviors displayed by their employees. Even though the concept looks very sound on paper, it is not without its own set of challenges.

The first challenge originates with the employees themselves who can be cynical and resistant to the process. It is at this moment when the marketing department with the support of human resources will have to align in order to achieve the organizational branding goals.

In sum, the findings of both studies presented in this dissertation indicate that there are tangible benefits to be gained by the organization by focusing on employee branding as part of the customer experience process. In due course employee branding behavior can be engendered, supported and managed internally by the firm and is what marketers should strive to cultivate among employees with the goal of improving the organization's relationship with customers and differentiate themselves from the competition. One of the main challenges with this process deals with the definition of prescribed standards for in-role brand-building performance (Motowidlo & Van Scotter, 1994). This would greatly help define the boundaries between in-role and extra-role behaviors and positively impact customer experience.

References

Aaker, D. A. (2012). Building strong brands. Simon and Schuster.

Aaker, J. L. (1997). Dimensions of brand personality. *Journal of Marketing Research, 34*(3), 347-356. Retrieved from: http://www.jstor.org/stable/3151897

Ackfeldt, A.-L., & Coote, L. V. (2005). A study of organizational citizenship behaviors in a retail setting. *Journal of Business Research, 58*(2), 151-159. doi: 10.1016/S0148-2963(03)00110-3

Adler, M., & Ziglio, E. (1996). Gazing into the oracle: The Delphi method and its application to social policy and public health: Jessica Kingsley Publishers.

Ahmed, P. K., & Rafiq, M. (1995). The role of internal marketing in the implementation of marketing strategies. *Journal of Marketing Practice: Applied Marketing Science, 1*(4), 32-51. doi: 10.1108/EUM0000000003891

Aksoy, L. (2013). How do you measure what you can't define?: The current state of loyalty measurement and management. *Journal of Service Management, 24*(4), 356-381. doi: 10.1108/JOSM-01-2013-0018

Alexander, N., & de Lira e Silva, M. (2002). Emerging markets and the internationalisation of retailing: the Brazilian experience. *International Journal of Retail & Distribution Management, 30*(6), 300-314. doi: 10.1108/09590550210429513

Alloza, Á. (2001). La gestión estratégica de la marca. *Informe Anual del Estado de la Publicidad y el Corporate en España y Latinoamérica* (pp. 207-269). Madrid: Pirámide.

Anderson, E. W. (1998). Customer Satisfaction and Word of Mouth. *Journal of Service Research, 1*(1), 5-17. doi: 10.1177/109467059800100102

Anderson, E. W., Fornell, C., & Mazvancheryl, S. K. (2004). Customer satisfaction and shareholder value. *Journal of Marketing, 68*(4), 172-185. doi: 10.1509/jmkg.68.4.172.42723

Anderson, E. W., & Sullivan, M. W. (1993). The Antecedents and Consequences of Customer Satisfaction for Firms. *Marketing Science, 12*(2), 125-143. doi: 10.1287/mksc.12.2.125

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin, 103*(3), 411. doi: 10.1037/0033-2909.103.3.411

Angelis, M. D., Bonezzi, A., Peluso, A. M., Rucker, D. D., & Costabile, M. (2012). On braggarts and gossips: a self-enhancement account of word-of-mouth generation and transmission. *Journal of Marketing Research, 49*(4), 551-563. doi: 10.1509/jmr.11.0136

Arnett, D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal-marketing tools. *The Cornell Hotel and Restaurant Administration Quarterly, 43*(2), 87-96. doi: 10.1016/S0010-8804(02)80035-0

Arnould, E., Price, L., & Zinkhan, G. M. (2002). *Consumers* (2nd Ed. ed.). New York: McGraw-Hill.

Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: measuring hedonic and utilitarian shopping value. *Journal of Consumer Research*, 644-656. doi: 10.1086/209376

Badgett, M., Boyce, M. S., & Kleinberger, H. (2007). Turning shoppers into advocates *IBM Institute for Business Value*.

Bahia, K., & Nantel, J. (2000). A reliable and valid measurement scale for the perceived service quality of banks. *International Journal of Bank Marketing, 18*(2), 84-91. doi: 10.1108/02652320010322994

Balmer, J. M., & Greyser, S. A. (2002). Managing the multiple identities of the corporation. *California Management Review, 44*(3), 72-86. doi: 10.2307/41166133

Balmer, J. M., & Soenen, G. B. (1999). The acid test of corporate identity management™. *Journal of Marketing Management, 15*(1-3), 69-92. doi: 10.1362/026725799784870441

Balmer, J. M., & Wilkinson, A. J. (1991). Building Societies: Change, Strategy and Corporate Identity.

Barsky, J., & Nash, L. (2002). Evoking emotion: affective keys to hotel loyalty. *The Cornell Hotel and Restaurant Administration Quarterly, 43*(1), 39-46. doi: 10.1016/S0010-8804(02)80007-6

Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". Academy of Management Journal, 26(4), 587-595. doi:10.2307/255908

Batt, R., & Moynihan, L. (2002). The viability of alternative call centre production models. Human Resource Management Journal, 12(4), 14-34. doi:10.1111/j.1748-8583.2002.tb00075.x

Bauer, H. H., Hammerschmidt, M., & Falk, T. (2005). Measuring the quality of e-banking portals. *The International Journal of Bank Marketing, 23*(2/3), 153-175. doi: 10.1108/02652320510584395

Baxendale, S., Macdonald, E. K., & Wilson, H. N. (2015). The impact of different touchpoints on brand consideration. *Journal of Retailing*, 91(2), 235-253. doi: 10.1016/j.jretai.2014.12.008

Bendapudi, N., & Berry, L. L. (1997). Customers' motivations for maintaining relationships with service providers. *Journal of Retailing*, 73(1), 15-37. doi: 10.1016/S0022-4359(97)90013-0

Berger, J., & Schwartz, E. M. (2011). What drives immediate and ongoing word of mouth? *Journal of Marketing Research, 48*(5), 869-880. doi: 10.1509/jmkr.48.5.869

Berry, L. L. (1981). The employee as customer. *Journal of Retail Banking, 3*(1), 33-40. Retrieved from: http://search.proquest.com.ezproxylocal.library.nova.edu/docview/214535447?accountid=6579

Berry, L. L. (2000). Cultivating service brand equity. *Journal of the Academy of Marketing Science, 28*(1), 128-137. doi: 10.1177/0092070300281012

Berry, L. L., Carbone, L. P., & Haeckel, S. H. (2002). Managing the total customer experience. *Sloan Management Review, 43*, 85-89. Retrieved from: http://sloanreview.mit.edu/article/managing-the-total-customer-experience/

Berry, L. L., Hensel, J. S., & Burke, M. C. (1976). Improving retailer capability for effective consumerism response. *Journal of Retailing, 52*(3), 3-14. Retrieved

from:

http://search.proquest.com.ezproxylocal.library.nova.edu/docview/228653431?ac

countid=6579

Berry, L. L., Conant, J. S., & Parasuraman, A. (1991). A framework for conducting a

services marketing audit. *Journal of the Academy of Marketing Science, 19*(3),

255-268. doi: 10.1007/BF02726500

Berry, L. L., & Parasuraman, A. (1992). Prescriptions for a service quality revolution in

America. *Organizational Dynamics, 20*(4), 5-15. doi: 10.1016/0090-

2616(92)90071-T

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer

assessment of the service experience: lessons from marketing. *The Academy of

Management Perspectives, 20*(2), 43-57. doi: 10.5465/AMP.2006.20591004

Bettencourt, L. A., & Brown, S. W. (2003). Role stressors and customer-oriented

boundary-spanning behaviors in service organizations. *Journal of the Academy of

Marketing Science, 31*(4), 394-408. doi: 10.1177/0092070303255636

Bettencourt, L. A., Brown, S. W., & MacKenzie, S. B. (2005). Customer-oriented

boundary-spanning behaviors: Test of a social exchange model of antecedents.

Journal of Retailing, 81(2), 141-157. doi: 10.1016/j.jretai.2005.03.004

Bhattacharya, C. B., & Sen, S. (2003). Consumer-company identification: A framework

for understanding consumers' relationships with companies. *Journal of

Marketing, 67*(2), 76-88. doi: 10.1509/jmkg.67.2.76.18609

Bianchi, C. (2009). Retail internationalisation from emerging markets: case study evidence from Chile. *International Marketing Review, 26*(2), 221-243. doi: 10.1108/02651330910950439

Bickart, B., & Schindler, R. M. (2001). Internet forums as influential sources of consumer information. *Journal of Interactive Marketing, 15*(3), 31-40. doi: 10.1002/dir.1014

Bitner, M. J. (1990). Evaluating service encounters: the effects of physical surroundings and employee responses. *Journal of Marketing*, 69-82. doi: 10.2307/1251871

Bitner, M. J. (1992). Servicescapes: the impact of physical surroundings on customers and employees. *The Journal of Marketing*, 57-71. doi: 10.2307/1252042

Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *The Journal of Marketing*, 95-106. doi: 10.2307/1251919

Blackett, T., & Harrison, T. (2001). Brand medicine: Use and future potential of branding in pharmaceutical markets. *Journal of Medical Marketing: Device, Diagnostic and Pharmaceutical Marketing, 2*(1), 33-49. doi: 10.1057/palgrave.jmm.5040053

Bloemer, J. M., & Kasper, H. D. (1995). The complex relationship between consumer satisfaction and brand loyalty. *Journal of Economic Psychology, 16*(2), 311-329. doi: 10.1016/0167-4870(95)00007-B

Bolton, R. N., Kannan, P. K., & Bramlett, M. D. (2000). Implications of loyalty program membership and service experiences for customer retention and value. *Journal of the Academy of Marketing Science, 28*(1), 95-108. doi: 10.1177/0092070300281009

Bitner, M. J. (1992). Servicescapes: the impact of physical surroundings on customers

and employees. *The Journal of Marketing*, 57-71. doi: 10.2307/1252042

Bone, P. F. (1995). Word-of-mouth effects on short-term and long-term product

judgments. *Journal of Business Research, 32*(3), 213-223. doi: 10.1016/0148-

2963(94)00047-I

Borman, Walter C., and S. M. Motowidlo. "Expanding the criterion domain to include

elements of contextual performance." Personnel Selection in Organizations; San

Francisco: Jossey-Bass (1993): 71.

Boselie, P., & Van der Wiele, T. (2002). Employee perceptions of HRM and TQM, and

the effects on satisfaction and intention to leave. *Managing Service Quality,

12*(3), 165-172. doi: 10.1108/09604520210429231

Bougoure, U. S., Russell-Bennett, R., Fazal-E-Hasan, S., & Mortimer, G. (2016). The

impact of service failure on brand credibility. *Journal of Retailing and Consumer

Services*, 31, 62-71. doi: 10.1016/j.jretconser.2016.03.006

Brady, M., & Cronin, J. (2001). Some new thoughts on conceptualizing perceived service

quality: A hierarchical approach. *Journal of Marketing, 65*(3), 34-49. doi:

10.1509/jmkg.65.3.34.18334

Brady, M., & Cronin, J. (2001). Customer orientation effects on customer service

perceptions and outcome behaviors. *Journal of Service Research, 3*(3), 241-251.

doi: 10.1177/109467050133005

Brakus, J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How

is it measured? Does it affect loyalty? *Journal of Marketing, 73*(3), 52-68. doi:

10.1509/jmkg.73.3.52

Brakus, J., Schmitt, B. H., & Zhang, S. (2008). *Experiential attributes and consumer judgments*. Northampton, MA.

Brown, S. P., & Lam, S. K. (2008). A meta-analysis of relationships linking employee satisfaction to customer responses. *Journal of Retailing, 84*(3), 243-255. doi: 10.1016/j.jretai.2008.06.001

Brown, S. P., & Peterson, R. A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of Marketing Research, 30*(1), 63-77. doi: 10.2307/3172514

Brown, T. J., Barry, T. E., Dacin, P. A., & Gunst, R. F. (2005). Spreading the word: Investigating antecedents of consumers' positive word-of-mouth intentions and behaviors in a retailing context. *Journal of the Academy of Marketing Science, 33*(2), 123-138. doi: 10.1177/0092070304268417

Buil, I., Martínez, E., & Matute, J. (2016). From internal brand management to organizational citizenship behaviours: Evidence from frontline employees in the hotel industry. Tourism Management, 57, 256-271. doi:10.1016/j.tourman.2016.06.009

Burgess, S. M., & Steenkamp, J. B. E. (2006). Marketing renaissance: How research in emerging markets advances marketing science and practice. *International Journal of Research in Marketing*, 23(4), 337-356. doi: 10.1016/j.ijresmar.2006.08.001

Burmann, C., & König, V. (2011). Does Internal Brand Management really drive Brand Commitment in Shared-Service Call Centers&quest. *Journal of Brand Management, 18*(6), 374-393. doi: 10.1057/bm.2010.50

Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioural approach to internal brand management. *Journal of Brand Management, 12*(4), 279-300. doi: 10.1057/palgrave.bm.2540223

Buttle, F. (1996). SERVQUAL: review, critique, research agenda. *European Journal of Marketing, 30*(1), 8-32. doi: 10.1108/03090569610105762

Camarero, C. (2007). Relationship orientation or service quality?: What is the trigger of performance in financial and insurance services? *International Journal of Bank Marketing, 25*(6), 406-426. doi: 10.1108/02652320710820354

Cambra-Fierro, J., Melero, I., & Sese, F. J. (2015). Managing complaints to improve customer profitability. *Journal of Retailing*, 91(1), 109-124. doi: 10.1016/j.jretai.2014.09.004

Carmines, E. G., & Zeller, R. A. (1979). Reliability and validity assessment (Vol. 17). Sage publications.

Caruana, A. (2002). Service loyalty: the effects of service quality and the mediating role of customer satisfaction. *European Journal of Marketing, 36*(7/8), 811-828. doi: 10.1108/03090560210430818

Castro, C. B., Armario, E. M., & del Río, M. E. S. (2005). Consequences of market orientation for customers and employees. European Journal of Marketing, 39(5/6), 646-675. doi:10.1108/03090560510590755

Chafe, W., & Tannen, D. (1987). The relation between written and spoken language. *Annual Review of Anthropology, 16*, 383-407. Retrieved from: http://www.jstor.org/stable/2155877

Christopher, M., Payne, A., & Ballantyne, D. (1991). Relationship marketing: bringing

   quality customer service and marketing together. Retrieved from:

   http://dspace.lib.cranfield.ac.uk/handle/1826/621

Cialdini, R. B. (1993). Influence: The psychology of persuasion.

Clemes, M., Mollenkopf, D., & Burn, D. (2000). An investigation of marketing problems

   across service typologies. *Journal of Services Marketing, 14*(7), 573-594. doi:

   10.1108/08876040010352754

Colgate, M., Stewart, K., & Kinsella, R. (1996). Customer defection: a study of the

   student market in Ireland. *International Journal of Bank Marketing, 14*(3), 23-29.

   doi: 10.1108/02652329610113144

Cooil, B., Keiningham, T. L., Aksoy, L., & Hsu, M. (2007). A longitudinal analysis of

   customer satisfaction and share of wallet: investigating the moderating effect of

   customer characteristics. *Journal of Marketing, 71*(1), 67-83. doi:

   10.1509/jmkg.71.1.67

Cronin Jr, J. J., Brady, M. K., & Hult, G. T. M. (2000). Assessing the effects of quality,

   value, and customer satisfaction on consumer behavioral intentions in service

   environments. *Journal of Retailing, 76*(2), 193-218. doi: 10.1016/S0022-

   4359(00)00028-2

D'Andrea, G. (2003). Panorama del retail latinoamericano. IAE Business Scool, 1-2.

   Retrieved from: http://mba.americaeconomia.com/biblioteca/papers/panorama-

   del-retail-latinoamericano

D'Andrea, G., & Lunardini, F. (2005). Dentro de la mente y del bolsillo del consumidor

   latinoamericano. *Harvard Business Review*, 43, 46.

D'Andrea, G., Lopez-Aleman, B., & Stengel, A. (2006). Why small retailers endure in

Latin America. *International Journal of Retail & Distribution Management,

34*(9), 661-673. doi: 10.1108/09590550610683184

D'Andrea, G., Ring, L. J., Lopez Aleman, B., & Stengel, A. (2006). Breaking the myths

on emerging consumers in retailing. *International Journal of Retail &

Distribution Management, 34*(9), 674-687. doi:

10.1108/09590550610683193Dabbolkar, P. A. (1995). *A Contingency

Framework for Predicting Causality Between Customer Satisfaction and Service

Quality*. Paper presented at the Advances in Consumer Research.

http://www.acrwebsite.org/search/view-conference-proceedings.aspx?Id=7677

Dabholkar, P. A., & Walls, S. (1999). Service evaluation and switching behavior for

experiential services: an empirical test of gender differences within a broader

conceptual framework. *Journal Of Consumer Satisfaction Dissatisfaction And

Complaining Behavior, 12*, 123-137. Retrieved from:

https://faculty.unlv.edu/gnaylor/JCSDCB/articles/1999%20-

%20Volume%2012/TOC_1999.pdf

Dagger, T. S., Sweeney, J. C., & Johnson, L. W. (2007). A hierarchical model of health

service quality scale development and investigation of an integrated model.

Journal of Service Research, 10(2), 123-142. doi: 10.1177/1094670507309594

Dalkey, N., & Helmer, O. (1963). An experimental application of the Delphi method to

the use of experts. Management science, 9(3), 458-467. doi:10.1287/mnsc.9.3.458

Darby, M. R., & Karni, E. (1973). Free competition and the optimal amount of fraud. *Journal of Law and Economics*, 67-88. Retrieved from: http://www.jstor.org/stable/724826

De Chernatony, L., & Dall'Olmo Riley, F. (1999). Experts' views about defining services brands and the principles of services branding. *Journal of Business Research, 46*(2), 181-192. doi: 10.1016/S0148-2963(98)00021-6

De Chernatony, L., & Segal-Horn, S. (2001). Building on services' characteristics to develop successful services brands. *Journal of Marketing Management, 17*(7-8), 645-669. doi: 10.1362/026725701323366773

Deighton, J. (1992). The consumption of performance. *Journal of Consumer Research*, 362-372. Retrieved from: http://www.jstor.org/stable/2489394

Delbecq, A. L., Van de Ven, A. H., & Gustafson, D. H. (1975). Group techniques for program planning: A guide to nominal group and Delphi processes: Scott, Foresman Glenview, IL.

Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology, 67*(4), 315-326. doi: 10.1111/j.2044-8325.1994.tb00570.x

Deutsch, M. (1958). Trust and suspicion. *Journal of Conflict Resolution, 2*(4), 265-279. Retrieved from: http://www.jstor.org/stable/172886

Devlin, J. (2003). Brand architecture in services: The example of retail financial services. *Journal of Marketing Management, 19*(9-10), 1043-1065.

Di Mascio, R. (2010). The service models of frontline employees. *Journal of Marketing, 74*(4), 63-80. doi: 10.1509/jmkg.74.4.63

Dinero. (2009, May 11). El consumidor colombiano es cada vez más exigente. Dinero.

Douglas, S. P., & Craig, C. S. (2007). Collaborative and iterative translation: An

    alternative approach to back translation. Journal of International Marketing, 15(1),

    30-43. doi: 10.1509/jimk.15.1.030

Drake, S. M., Gulman, M. J., & Roberts, S. M. (2005). *Light their fire*. Chicago, IL:

    Dearborn.

Drucker, P. F. (1946). *Concept of the Corporation* (New edition (01 January, 1993) . ed.):

    Transaction Publishers.

Drucker, P. F. (1954). The practice of management: Harper & Brothers, New York, NY.

Du Preez, R., Bendixen, M., & Abratt, R. (2017). The behavioral consequences of

    internal brand management among frontline employees. Journal of Product &

    Brand Management, 26(3), Forthcoming. doi:10.1108/JPBM-09-2016-1325

Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and

    member identification. *Administrative Science Quarterly*, 239-263. doi:

    10.2307/2393235

EDMTOV. (2014). Nueva era del retail en el país. *Portafolio*.

Eisingerich, A. B., Chun, H. H., Liu, Y., Jia, H. M., & Bell, S. J. (2015). Why

    recommend a brand face-to-face but not on Facebook? How word-of-mouth on

    online social sites differs from traditional word-of-mouth. *Journal of Consumer*

    Psychology, 25(1), 120-128. doi: 10.1016/j.jcps.2014.05.004

Ennew, C. T., & Binks, M. R. (1996). The Impact of Service Quality and Service

    Characteristics on Customer. *British Journal of Management, 7*, 219-230. doi:

    10.1111/j.1467-8551.1996.tb00116.x

Erdem, T., Swait, J., Broniarczyk, S., Chakravarti, D., Kapferer, J.-N., Keane, M., . . .

Zettelmeyer, F. (1999). Brand equity, consumer learning and choice. *Marketing

Letters, 10*(3), 301-318. doi: 10.1023/A:1008135224357

Farrell, A. M., Souchon, A. L., & Durden, G. R. (2001). Service encounter

conceptualisation: employees' service behaviours and customers' service quality

perceptions. *Journal of Marketing Management, 17*(5-6), 577-593. doi:

10.1362/026725701323366944

Fatma, S. (2014). Antecedents and Consequences of Customer Experience Management-

A Literature Review and Research Agenda. *International Journal of Business &

Commerce, 3*(6). Retrieved from:

http://search.proquest.com.ezproxylocal.library.nova.edu/docview/1510576192?a

ccountid=6579

Fernandes, T., & Cruz, M. (2016). Dimensions and outcomes of experience quality in

tourism: The case of Port wine cellars. *Journal of Retailing and Consumer

Services*, 31, 371-379. doi: 10.1016/j.jretconser.2016.05.002

Fichtel, S., Blankenberg, N., & Ammler, S. (2010). Impact of Front-line Employee

Performance on Brand Perception–a Case from AUDI AG. *Serviceorientierung

im Unternehmen*, 163-179. doi: 10.1007/978-3-8349-8577-4_7

Fornell, C. (1992). A national customer satisfaction barometer: the Swedish experience.

Journal of Marketing, 6-21. Retrieved from: http://www.jstor.org/stable/1252129

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with

unobservable variables and measurement error. Journal of marketing research, 39-

50. Retrieved from: http://www.jstor.org/stable/3151312

Fournier, S. (1998). Consumers and their brands: developing relationship theory in

    consumer research. *Journal of Consumer Research, 24*(4), 343-353. doi:

    10.1086/209515

France, C., Merrilees, B., & Miller, D. (2016). An integrated model of customer-brand

    engagement: Drivers and consequences. *Journal of Brand Management*, 23(2),

    119-136. doi: 10.1057/bm.2016.4

Garbarino, E., & Johnson, M. S. (1999). The different roles of satisfaction, trust, and

    commitment in customer relationships. *Journal of Marketing*, 70-87. Retrieved

    from: http://www.jstor.org/stable/1251946

Gardner, M. P. (1985). Mood states and consumer behavior: A critical review. *Journal of*

    Consumer Research, 281-300. Retrieved from:

    http://www.jstor.org/stable/254374

Garrett, J. J. (2006). Customer loyalty and the elements of user experience. *Design*

    Management Review, 17(1), 35-39. doi: 10.1111/j.1948-7169.2006.tb00027.x

Gentile, C., Spiller, N., & Noci, G. (2007). How to Sustain the Customer Experience:: An

    Overview of Experience Components that Co-create Value With the Customer.

    European Management Journal, 25(5), 395-410. doi: 10.1016/j.emj.2007.08.005

George, J. M., & Bettenhausen, K. (1990). Understanding prosocial behavior, sales

    performance, and turnover: A group-level analysis in a service context. Journal of

    Applied Psychology, 75(6), 698. doi:10.1037/0021-9010.75.6.698

Getty, J. M., & Thompson, K. N. (1995). The relationship between quality, satisfaction,

    and recommending behavior in lodging decisions. *Journal of Hospitality &*

    Leisure Marketing, 2(3), 3-22. doi: 10.1300/J150v02n03_02

Geyskens, I., Steenkamp, J. B. E., Scheer, L. K., & Kumar, N. (1996). The effects of trust
and interdependence on relationship commitment: A trans-Atlantic study.
International *Journal of Research in Marketing*, 13(4), 303-317.

Gilly, M. C. (1987). Postcomplaint processes: from organizational response to repurchase
behavior. *Journal of Consumer Affairs, 21*(2), 293-213. doi: 10.1111/j.1745-
6606.1987.tb00204.x

Gilly, M. C., & Wolfinbarger, M. (1998). Advertising's internal audience. *Journal of
Marketing*,

Goldman, A., & Hino, H. (2005). Supermarkets vs. traditional retail stores: diagnosing
the barriers to supermarkets' market share growth in an ethnic minority
community. *Journal of Retailing and Consumer Services*, 12(4), 273-284. doi:
10.1016/j.jretconser.2004.10.002

Goldstein, S. M., Johnston, R., Duffy, J., & Rao, J. (2002). The service concept: the
missing link in service design research? *Journal of Operations Management,
20*(2), 121-134. doi: 10.1016/S0272-6963(01)00090-0

Gotsi, M., & Wilson, A. (2001). Corporate reputation management:"living the brand".
Management Decision, 39(2), 99-104. doi: 10.1108/EUM0000000005415

Gounaris, S. (2008). The notion of internal market orientation and employee job
satisfaction: some preliminary evidence. *Journal of Services Marketing, 22*(1),
68-90. doi: 10.1108/08876040810851978

Grace, D., & O'Cass, A. (2004). Examining service experiences and post-consumption
evaluations. *Journal of Services Marketing, 18*(6), 450-461. doi:
10.1108/08876040410557230

Greene, W. E., Walls, G. D., & Schrest, L. J. (1994). Internal marketing: the key to external marketing success. *Journal of Services Marketing, 8*(4), 5-13. doi: 10.1108/08876049410070682

Grewal, D., Roggeveen, A. L., & Tsiros, M. (2008). The effect of compensation on repurchase intentions in service recovery. *Journal of Retailing, 84*(4), 424-434. doi: 10.1016/j.jretai.2008.06.002

Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: An organizing framework. Journal of Retailing, 85(1), 1-14. doi: 10.1016/j.jretai.2009.01.001

Gronroos, C. (1988). Service quality: The six criteria of good perceived service. *Review of Business, 9*(3), 10. Retrieved from: http://search.proquest.com/openview/a4947917a28900d240398317bd492ac9/1?pq-origsite=gscholar

Gruca, T. S., & Rego, L. L. (2005). Customer satisfaction, cash flow, and shareholder value. *Journal of Marketing, 69*(3), 1-130. doi: 10.1509/jmkg.69.3.1.66358

Guerra, H. S. (2012). LANDSCAPE OF THE RETAIL BUSINESS IN COLOMBIA. *Pensamiento & Gestión*, (32). Retrieved from: http://search.proquest.com.ezproxylocal.library.nova.edu/docview/1435574390?accountid=6579

Guest, D. E., & Conway, N. (2002). Communicating the psychological contract: an employer perspective. *Human Resource Management Journal, 12*(2), 22-38. doi: 10.1111/j.1748-8583.2002.tb00062.x

Gumpert, G., & Cathcart, R. S. (1986). *Inter/media: Interpersonal communication in a media world*: Oxford University Press, USA.

Haeckel, S. H., Carbone, L. P., & Berry, L. L. (2003). How to lead the customer experience. *Marketing Management, 12*(1), 18-23. Retrieved from: http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true &AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=8948850 &site=ehost-live

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (Vol. 6): Pearson Prentice Hall Upper Saddle River, NJ.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. Journal of Marketing theory and Practice, 19(2), 139-152. doi: 10.2753/MTP1069-6679190202

Hansen, D. E., & Danaher, P. J. (1999). Inconsistent Performance during the Service Encounter What'sa Good Start Worth? *Journal of Service Research, 1*(3), 227-235. doi: 10.1177/109467059913004

Harris, P. (2007). We the people: The importance of employees in the process of building customer experience. *Journal of Brand Management, 15*(2), 102-114. doi: 10.1057/palgrave.bm.2550123

Harrison-Walker, L. J. (2001). The measurement of word-of-mouth communication and an investigation of service quality and customer commitment as potential antecedents. *Journal of Service Research, 4*(1), 60-75. doi: 10.1177/109467050141006

Hart, C. W., Heskett, J. L., & Sasser Jr, W. E. (1989). The profitable art of service

    recovery. *Harvard Business Review, 68*(4), 148-156. Retrieved from:

    http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true

    &AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=9008131

    633&site=ehost-live

Hartline, M. D., & Jones, K. C. (1996). Employee performance cues in a hotel service

    environment: influence on perceived service quality, value, and word-of-mouth

    intentions. *Journal of Business Research, 35*(3), 207-215. doi: 10.1016/0148-

    2963(95)00126-3

Hartline, M. D., Maxham III, J. G., & McKee, D. O. (2000). Corridors of influence in the

    dissemination of customer-oriented strategy to customer contact service

    employees. *Journal of Marketing, 64*(2), 35-50. doi: 10.1509/jmkg.64.2.35.18001

Henderson, S., & Gilding, M. (2004). 'I've never clicked this much with anyone in my

    life': trust and hyperpersonal communication in online friendships. *New Media &*

    Society, 6(4), 487-506. doi: 10.1177/146144804044331

Henkel, S., Tomczak, T., Heitmann, M., & Herrmann, A. (2007). Managing brand

    consistent employee behaviour: relevance and managerial control of behavioural

    branding. *Journal of Product & Brand Management, 16*(5), 310-320. doi:

    10.1108/10610420710779609

Hennig-Thurau, T., Malthouse, E. C., Friege, C., Gensler, S., Lobschat, L., Rangaswamy,

    A., & Skiera, B. (2010). The impact of new media on customer relationships.

    Journal of Service Research, 13(3), 311-330. doi: 10.1177/109467051037546

Herr, P. M., Kardes, F. R., & Kim, J. (1991). Effects of word-of-mouth and product-attribute information on persuasion: An accessibility-diagnosticity perspective. *Journal of Consumer Research*, 454-462. doi: 10.1086/208570

Hinz, O., Skiera, B., Barrot, C., & Becker, J. U. (2011). Seeding strategies for viral marketing: an empirical comparison. *Journal of Marketing, 75*(6), 55-71. doi: 10.1509/jm.10.0088

Hogan, J. E., Lemon, K. N., & Rust, R. T. (2002). Customer equity management charting new directions for the future of marketing. *Journal of Service Research, 5*(1), 4-12. doi: 10.1177/1094670502005001002

Holbrook, M. B. (2000). The millennial consumer in the texts of our times: Experience and entertainment. *Journal of Macromarketing, 20*(2), 178-192. doi: 10.1177/0276146700202008

Hoyle, R. H. (1995). *Structural equation modeling: Concepts, issues, and applications*: Sage Publications.

Ind, N. (2003). Inside out: How employees build value. *The Journal of Brand Management, 10*(6), 393-402. doi: 10.1057/palgrave.bm.2540136

Jacobs, R. (2003). Turn employees into brand ambassadors. *Bank Marketing, 35*(3), 22-27. Retrieved from: http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=9547887&site=ehost-live

Jenkinson, A. (2006). Do organisations now understand the importance of information in providing excellent customer experience? *The Journal of Database Marketing &*

Customer Strategy Management, 13(4), 248-260. doi:

10.1057/palgrave.dbm.3240303

Karatepe, O. M., Yavas, U., & Babakus, E. (2005). Measuring service quality of banks: Scale development and validation. *Journal of Retailing and Consumer Services*, 12(5), 373-383. doi: 10.1016/j.jretconser.2005.01.001

Katz, D. (1964). The motivational basis of organizational behavior. Systems Research and Behavioral Science, 9(2), 131-146.

Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *The Journal of Marketing*, 71-82. Retrieved from: http://www.jstor.org/stable/1252074

Keiningham, T. L., Perkins-Munn, T., & Evans, H. (2003). The impact of customer satisfaction on share-of-wallet in a business-to-business environment. *Journal of Service Research, 6*(1), 37-50. doi: 10.1177/1094670503254275

Keller, K. L. (1998). *Strategic Brand Management*: Upper Saddle River.

Kelley, S. W., & Davis, M. A. (1994). Antecedents to customer expectations for service recovery. *Journal of the Academy of Marketing Science, 22*(1), 52-61. doi: 10.1177/0092070394221005

Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1994). A typology of retail failures and recoveries. *Journal of Retailing, 69*(4), 429-452. doi: 10.1016/0022-4359(93)90016-C

Kerin, R. A., Mahajan, V., & Varadarajan, P. R. (1990). *Contemporary perspectives on strategic market planning*: Allyn and Bacon Boston.

Keynes, J. M. (1937). The general theory of employment. *The Quarterly Journal of Economics*, 209-223. Retrieved from: http://www.jstor.org/stable/1882087

Khan, I., Rahman, Z., & Veloutsou, C. (2016). Retail brand experience: scale development and validation. *Journal of Product & Brand Management*, 25(5). doi: 10.1108/JPBM-07-2015-0943

Kim, H., & Choi, B. (2013). The Influence of Customer Experience Quality on Customers' Behavioral Intentions. *Services Marketing Quarterly, 34*(4), 322-338. doi: 10.1080/15332969.2013.827068

King, C., & Grace, D. (2005). Exploring the role of employees in the delivery of the brand: a case study approach. *Qualitative Market Research: An International Journal, 8*(3), 277-295. doi: 10.1108/13522750510603343

King, C., & Grace, D. (2008). Internal branding: Exploring the employee's perspective. *Journal of Brand Management, 15*(5), 358-372. doi: 10.1057/palgrave.bm.2007.48

King, C., & Grace, D. (2010). Building and measuring employee-based brand equity. *European Journal of Marketing, 44*(7/8), 938-971. doi: 10.1108/03090561011047472

King, C., Grace, D., & Funk, D. C. (2012). Employee brand equity: Scale development and validation. *Journal of Brand Management, 19*(4), 268-288. doi: 10.1057/bm.2011.44

Klaus, P. (2011). Quo vadis, customer experience? Beyond CRM: Customer experience in the digital era. Strategies, best practices and future scenarios in luxury and fashion (pp. 165-175). Retrieved from

https://www.researchgate.net/publication/263850738_Quo_Vadis_Customer_Exp

erience.

Klaus, P. (2014). *Measuring Customer Experience: How to Develop and Execute the*

Most Profitable Customer Experience Strategies: Palgrave Macmillan.

Klaus, P., Edvardsson, B., & Maklan, S. (2012). *Developing a typology of customer*

experience management practice–from preservers to vanguards. Paper presented

at the 12th International Research Conference in Service Management, La Londe

les Maures, France.

Klaus, P., Gorgoglione, M., Buonamassa, D., Panniello, U., & Nguyen, B. (2013). Are

you providing the "right" customer experience? The case of Banca Popolare di

Bari. *International Journal of Bank Marketing, 31*(7), 506-528. doi:

10.1108/IJBM-02-2013-0019

Klaus, P., & Maklan, S. (2007). The role of brands in a service-dominated world. *Journal*

of Brand Management, 15(2), 115-122. doi: 10.1057/palgrave.bm.2550121

Klaus, P., & Maklan, S. (2012). EXQ: a multiple-item scale for assessing service

experience. *Journal of Service Management, 23*(1), 5-33. doi:

10.1108/09564231211208952

Klaus, P., & Maklan, S. (2013). Towards a better measure of customer experience.

Retrieved from: http://dspace.lib.cranfield.ac.uk/handle/1826/8514

Koenig-Lewis, N., & Palmer, A. (2008). Experiential values over time–a comparison of

measures of satisfaction and emotion. *Journal of Marketing Management, 24*(1-

2), 69-85. doi: 10.1362/026725708X273920

Kotler, P., & Keller, K. L. (2006). (Vol. 12).

Krafft, M., & Mantrala, M. K. (2006). Retailing in the 21st Century: Springer.

Leary, M. R. (1990). Responses to social exclusion: Social anxiety, jealousy, loneliness, depression, and low self-esteem. *Journal of Social and Clinical Psychology, 9*(2), 221-229. doi: 10.1521/jscp.1990.9.2.221

Lauterborn, R., Schultz, D. E., & Tannenbaun, S. (1993). *Integrated Marketing Communications. Pulling it together and making it work*: Chicago: NTC Business Books.

Lemke, F., Clark, M., & Wilson, H. (2011). Customer experience quality: an exploration in business and consumer contexts using repertory grid technique. *Journal of the Academy of Marketing Science, 39*(6), 846-869. doi: 10.1007/s11747-010-0219-0

Leonhardt, J. M., Keller, L. R., & Pechmann, C. (2011). Avoiding the risk of responsibility by seeking uncertainty: Responsibility aversion and preference for indirect agency when choosing for others. *Journal of Consumer Psychology, 21*(4), 405-413. Retrieved from: http://ssrn.com/abstract=2015956

Levitt, T. (1981). Marketing intangible products and product intangibles. *Cornell Hotel and Restaurant Administration Quarterly, 22*(2), 37-44. Retrieved from: http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=3867914&site=ehost-live

Liao, H., & Chuang, A. (2004). A multilevel investigation of factors influencing employee service performance and customer outcomes. *Academy of Management Journal, 47*(1), 41-58. doi: 10.2307/20159559

Lilja, J., & Wiklund, H. (2006). Obstacles to the creation of attractive quality. *The TQM Magazine, 18*(1), 55-66. doi: 10.1108/09544780610637695

Lings, I. N. (2004). Internal market orientation: construct and consequences. *Journal of Business Research, 57*(4), 405-413. doi: 10.1016/S0148-2963(02)00274-6

Lings, I. N., & Greenley, G. E. (2005). Measuring internal market orientation. *Journal of Service Research, 7*(3), 290-305. doi: 10.1177/1094670504271154

Linstone, H. A., & Turoff, M. (1975). The Delphi method: Techniques and applications (Vol. 29): Addison-Wesley Reading, MA.

Lo, K.C., & Chin, K.-S. (2009). User-satisfaction-based knowledge management performance measurement. *International Journal of Quality & Reliability Management, 26*(5), 449-468. doi: 10.1016/j.eswa.2009.05.051

Londoño, L. M. (2010). 200 años de comercio en Colombia. Revista Dinero.

Loveman, G. W. (1998). Employee satisfaction, customer loyalty, and financial performance an empirical examination of the service profit chain in retail banking. *Journal of Service Research, 1*(1), 18-31. doi: 10.1177/109467059800100103

Lundstrom, W. J. (1978). Conceptualization and measurement of consumer satisfaction and dissatisfaction. *Journal of Marketing Research, Vol. 15* (1), 167. Retrieved from: http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=5004068&site=ehost-live

Lytle, R. S., Hom, P. W., & Mokwa, M. P. (1998). SERV OR: A managerial measure of organizational service-orientation. *Journal of Retailing, 74*(4), 455-489. doi: 10.1016/S0022-4359(99)80104-3

Macdonald, E., Wilson, H., Martinez, V., & Toosi, A. (2009). *Assessing the value-in-use of integrated product-service offerings: A repertory grid approach.* Paper presented at the Frontiers in Service conference.

MacKenzie, S. B., Podsakoff, P. M., & Ahearne, M. (1998). Some possible antecedents and consequences of in-role and extra-role salesperson performance. *Journal of Marketing, 62*(3), 87-98. Retrieved from: http://www.jstor.org/stable/1251745

MacKenzie, S. B., Podsakoff, P. M., & Fetter, R. (1993). The impact of organizational citizenship behavior on evaluations of salesperson performance. the Journal of Marketing, 70-80. doi:10.2307/1252058

Maklan, S., & Klaus, P. (2011). Customer experience: are we measuring the right things? *International Journal of Market Research, 53*(6), 771-792. Retrieved from: http://opendepot.org/id/eprint/762

Mangold, W. G., Miller, F., & Brockway, G. R. (1999). Word-of-mouth communication in the service marketplace. *Journal of Services Marketing, 13*(1), 73-89. doi: 10.1108/08876049910256186

Martin, C. (1993). Editorial–welcome new readers, new publisher. *Journal of Services Marketing, 7*(1), 3. Retrieved from: http://search.proquest.com.ezproxylocal.library.nova.edu/docview/212653659?accountid=6579

Mascarenhas, O. A., Kesavan, R., & Bernacchi, M. (2006). Lasting customer loyalty: a total customer experience approach. *Journal of Consumer Marketing, 23*(7), 397-405. doi: 10.1108/07363760610712939

Masterson, R., & Pickton, D. (2010). *Marketing: an introduction*: SAGE Publications.

Mathwick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: conceptualization, measurement and application in the catalog and Internet shopping environment. *Journal of Retailing*, 77(1), 39-56. doi: 10.1016/S0022-4359(00)00045-2

Maxham III, J. G., & Netemeyer, R. G. (2002). A longitudinal study of complaining customers' evaluations of multiple service failures and recovery efforts. *Journal of Marketing, 66*(4), 57-71. doi: 10.1509/jmkg.66.4.57.18512

Mazzarol, T., Sweeney, J. C., & Soutar, G. N. (2007). Conceptualizing word-of-mouth activity, triggers and conditions: an exploratory study. *European Journal of Marketing, 41*(11/12), 1475-1494. doi: 10.1108/03090560710821260

Melewar, T. (2003). Determinants of the corporate identity construct: a review of the literature. *Journal of Marketing Communications, 9*(4), 195-220. doi: 10.1080/1352726032000119161

Melewar, T., Gotsi, M., Andriopoulos, C., Melewar, T., Gotsi, M., & Andriopoulos, C. (2012). Shaping the research agenda for corporate branding: avenues for future research. *European Journal of Marketing, 46*(5), 600-608. doi: 10.1108/03090561211235138

Merrilees, B., & Veloutsou, C. (2016). Interactive brand experience pathways to customer-brand engagement and value co-creation. Journal of Product & Brand Management, 25(5). doi: 10.1108/JPBM-04-2016-1151

Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard Business Review, 85*(2), 116. Retrieved from: http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=23691178&site=ehost-live

Miles, S. J., & Mangold, G. (2004). A conceptualization of the employee branding process. *Journal of Relationship Marketing, 3*(2-3), 65-87. doi: 10.1300/J366v03n02_05

Mitchell, A. (1999). The Brand Ambassador Benchmark: A Survey of staff attitudes and behaviours and their impact on customer loyalty. *Marketing Week*.

Mohr, L. A., & Bitner, M. J. (1995). The role of employee effort in satisfaction with service transactions. *Journal of Business Research, 32*(3), 239-252. doi: 10.1016/0148-2963(94)00049-K

Morgan, N. A., & Rego, L. L. (2006). The value of different customer satisfaction and loyalty metrics in predicting business performance. *Marketing Science, 25*(5), 426-439. doi: 10.1287/mksc.1050.0180

Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: turning employees into brand champions. *Journal of Marketing, 73*(5), 122-142. doi: 10.1509/jmkg.73.5.122

Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology, 79*(4), 475. doi: 10.1037/0021-9010.79.4.475

Moure, J. M. C. (1978). Reminiscencias de Santafé y Bogotá (Vol. 47): Fundacion
    Editorial Epigrafe.

Naylor, G., Kleiser, S. B., Baker, J., & Yorkston, E. (2008). Using transformational
    appeals to enhance the retail experience. *Journal of Retailing, 84*(1), 49-57. doi:
    10.1016/j.jretai.2008.01.001

Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation
    into the antecedents of organizational citizenship behaviors in a personal selling
    context. the Journal of Marketing, 85-98. doi:10.2307/1251791

Nunnally, J. C., & Bernstein, I. H. (1994). The assessment of reliability. Psychometric
    theory, 3(1), 248-292.

O'Neill, M., Palmer, A., & Charters, S. (2002). Wine production as a service experience–
    the effects of service quality on wine sales. *Journal of Services Marketing, 16*(4),
    342-362. doi: 10.1108/08876040210433239

Okoli, C., & Pawlowski, S. D. (2004). The Delphi method as a research tool: an example,
    design considerations and applications. Information & management, 42(1), 15-29.
    doi:10.1016/j.im.2003.11.002

Oliver, R. L. (1981). Measurement and evaluation of satisfaction processes in retail
    settings. *Journal of Retailing*. Retrieved from:
    http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true
    &AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=4669056
    &site=ehost-live

Oliver, R. L. (1997). *Satisfaction: A behavioral perspective on the consumer*. New York:
    Irwin/McGraw-Hill.

Oliver, R. L. (1999). Whence consumer loyalty? *Journal of Marketing*, 33-44. Retrieved from: http://www.jstor.org/stable/1252099

Oliver, R. L. (2010). *Satisfaction: A behavioral perspective on the consumer*: ME Sharpe.

Oliver, R. L., Rust, R. T., & Varki, S. (1997). Customer delight: foundations, findings, and managerial insight. *Journal of Retailing, 73*(3), 311-336. doi: 10.1016/S0022-4359(97)90021-X

Organ, D. W. (1988). Organizational citizenship behavior: The good soldier syndrome: Lexington Books/DC Heath and Com.

Orr, J. M., Sackett, P. R., & Mercer, M. (1989). The role of prescribed and nonprescribed behaviors in estimating the dollar value of performance. Journal of Applied Psychology, 74(1), 34. doi:10.1037/0021-9010.74.1.34

Palmer, A. (2010). Customer experience management: a critical review of an emerging idea. *Journal of Services Marketing, 24*(3), 196-208. doi: 10.1108/08876041011040604

Parasuraman, Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing, 49*(4), 41-50. Retrieved from: http://www.jstor.org/stable/1251430

Parasuraman, Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A Multiple-Item Scale For Measuring Consumer Perceptions of Service Quality. *Journal of Retailing, 64*(1), 12. Retrieved from: http://search.proquest.com.ezproxylocal.library.nova.edu/docview/228609374?accountid=6579

Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). ES-QUAL a multiple-item

scale for assessing electronic service quality. *Journal of Service Research, 7*(3),

213-233. doi: 10.1177/1094670504271156

Parsons, T. (1934). Some Reflections on" The Nature and Significance of Economics".

The Quarterly Journal of Economics, 511-545. Retrieved from:

http://www.jstor.org/stable/1882825

Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value.

Journal of the Academy of Marketing Science, 36(1), 83-96. doi: 10.1007/s11747-

007-0070-0

Phelps, J. E., Lewis, R., Mobilio, L., Perry, D., & Raman, N. (2004). Viral marketing or

electronic word-of-mouth advertising: Examining consumer responses and

motivations to pass along email. *Journal of Advertising Research, 44*(04), 333-

348. doi: 10.1017/S0021849904040371

Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard

Business Review, 76*, 97-105. Retrieved from:

http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true

&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=780230

&site=ehost-live

Pine, B. J., & Gilmore, J. H. (1999). *The experience economy: work is theatre & every

business a stage*: Harvard Business Press.

Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in

value creation. *Journal of Interactive Marketing, 18*(3), 5-14. doi:

10.1002/dir.20015

Posdakoff, P. M., & Mackenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. Journal of Marketing Research, 351-363. doi:10.2307/3152222

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of management, 26(3), 513-563. doi: 10.1177/014920630002600307

Puccinelli, N. M., Goodstein, R. C., Grewal, D., Price, R., Raghubir, P., & Stewart, D. (2009). Customer Experience Management in Retailing: Understanding the Buying Process. *Journal of Retailing, 85*(1), 15-30. doi: 10.1016/j.jretai.2008.11.003

Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviors. *Decision Sciences, 35*(3), 551-578. doi: 10.1111/j.0011-7315.2004.02611.x

Punjaisri, K., & Wilson, A. (2007). The role of internal branding in the delivery of employee brand promise. Journal of Brand Management, 15(1), 57-70. doi:10.1057/palgrave.bm.2550110

Punjaisri, K., Wilson, A., & Evanschitzky, H. (2008). Exploring the Influences of Internal Branding on Employees' Brand Promise Delivery: Implications for Strengthening Customer–Brand Relationships. *Journal of Relationship Marketing, 7*(4), 407-424. doi: 10.1080/15332660802508430

Rafiq, M., & Ahmed, P. K. (2000). Advances in the internal marketing concept: definition, synthesis and extension. *Journal of Services Marketing, 14*(6), 449-462. doi: 10.1108/08876040010347589

Rambocas, M., Kirpalani, V. M., & Simms, E. (2014). Building brand equity in retail banks: the case of Trinidad and Tobago. *International Journal of Bank Marketing, 32*(4), 300-320. doi: 10.1108/IJBM-11-2013-0136

Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review, 81*(12), 46-55. Retrieved from:
http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true
&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=9658285
7&site=ehost-live

Reichheld, F. F., & Sasser Jr, W. E. (1990). Zero defections: quality comes to services. *Harvard Business Review, 68*(5), 105-111. Retrieved from:
http://search.ebscohost.com.ezproxylocal.library.nova.edu/login.aspx?direct=true
&AuthType=cookie,ip,url,uid,custuid&custid=s1134655&db=buh&AN=9010221
736&site=ehost-live

Reichheld, F. F., & Teal, T. (2001). *The loyalty effect: The hidden force behind growth, profits, and lasting value*: Harvard Business Press.

Reinartz, W., Haenlein, M., & Henseler, J. (2009). An empirical comparison of the efficacy of covariance-based and variance-based SEM. International Journal of research in Marketing, 26(4), 332-344. doi: 10.1016/j.ijresmar.2009.08.001

Rod, M., Ashill, N. J., & Gibbs, T. (2016). Customer perceptions of frontline employee service delivery: A study of Russian bank customer satisfaction and behavioural

intentions. Journal of Retailing and Consumer Services, 30, 212-221. doi: 10.1016/j.jretconser.2016.02.005

Roed, J. (2003). Language learner behaviour in a virtual environment. *Computer Assisted Language Learning, 16*(2-3), 155-172. doi: 10.1076/call.16.2.155.15880

Romaniuk, J., Sharp, B., & Ehrenberg, A. (2007). Evidence concerning the importance of perceived brand differentiation. *Australasian Marketing Journal, 15*(2), 42-54. doi: 10.1016/S1441-3582(07)70042-3

Rosenbaum, J. (1985). A college and university curriculum designed to prepare students for careers in non-broadcast private telecommunications: A Delphi method survey of professional video communicators (Doctoral dissertation, Ed. D.], Columbia University).

Rust, R. T., & Zahorik, A. J. (1993). Customer satisfaction, customer retention, and market share. *Journal of Retailing, 69*(2), 193-215. doi: 10.1016/0022-4359(93)90003-2

Rust, R. T., Zahorik, A. J., & Keiningham, T. L. (1995). Return on quality (ROQ): making service quality financially accountable. *The Journal of Marketing*, 58-70. Retrieved from: http://www.jstor.org/stable/1252073

Ryder, I. (2004). Anthropology and the brand. *The Journal of Brand Management, 11*(5), 346-356.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. Journal of managerial psychology, 21(7), 600-619. doi:10.1108/02683940610690169

Schmeichel, N., Corrales, B., & Barberena, M. (1999). *Latin American profile, demographics and socio economic strata*. Latin America 2006. Retrieved from:

https://www.esomar.org/web/research_papers/Society_2073_Latin-American-profile-demographics-and-socio-economic-strata.php

Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management, 15*(1-3), 53-67. doi: 10.1362/026725799784870496

Schmidt, R. C. (1997). Managing Delphi surveys using nonparametric statistical techniques. Decision Sciences, 28(3), 763-774. doi:10.1111/j.1540-5915.1997.tb01330.x

Schneider, B., & Bowen, D. E. (2010). *Winning the service game*: Springer.

Schultz, D., & Schultz, H. (2003). *IMC, the next generation: five steps for delivering value and measuring returns using marketing communication*: McGraw Hill Professional.

Shankar, V., Smith, A. K., & Rangaswamy, A. (2003). Customer satisfaction and loyalty in online and offline environments. *International Journal of Research in Marketing, 20*(2), 153-175. doi: 10.1016/S0167-8116(03)00016-8

Sharma, N., & Patterson, P. G. (2000). Switching costs, alternative attractiveness and experience as moderators of relationship commitment in professional, consumer services. *International Journal of Service Industry Management, 11*(5), 470-490. doi: 10.1108/09564230010360182

Shee, P., & Abratt, R. (1989). A new approach to the corporate image management process. *Journal of Marketing Management, 5*(1), 63-76. doi: 10.1080/0267257X.1989.9964088

Sheth, J. N. (2011). Impact of emerging markets on marketing: Rethinking existing perspectives and practices. *Journal of Marketing*, 75(4), 166-182. doi: 10.1509/jmkg.75.4.166

Silverman, G. (2011). *Secrets of Word-of-Mouth Marketing: How to trigger exponential sales through runaway word of mouth*: AMACOM Div American Mgmt Assn.

Singh, J. (1988). Consumer complaint intentions and behavior: definitional and taxonomical issues. *The Journal of Marketing*, 93-107. doi: 10.2307/1251688

Sirdeshmukh, D., Singh, J., & Sabol, B. (2002). Consumer trust, value, and loyalty in relational exchanges. *Journal of Marketing, 66*(1), 15-37. doi: 10.1509/jmkg.66.1.15.18449

Sjödin, H. (2008). Upsetting brand extensions: An enquiry into current customers' inclination to spread negative word of mouth. *Journal of Brand Management, 15*(4), 258-271. doi: 10.1057/palgrave.bm.2550113

Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: the service encounter. *The Journal of Marketing*, 99-111. doi: 10.2307/1251180

Spreng, R. A., Harrell, G. D., & Mackoy, R. D. (1995). Service recovery: impact on satisfaction and intentions. *Journal of Services Marketing, 9*(1), 15-23. doi: 10.1108/08876049510079853

Srivastava, M., & Kaul, D. (2016). Exploring the link between customer experience–loyalty–consumer spend. *Journal of Retailing and Consumer Services, 31*, 277-286. doi: 10.1016/j.jretconser.2016.04.009

Srivastava, R. K., Shervani, T. A., & Fahey, L. (1998). Market-based assets and

    shareholder value: a framework for analysis. *The Journal of Marketing*, 2-18.

    Retrieved from: http://www.jstor.org/stable/1251799

Stauss, B., & Weinlich, B. (1997). Process-oriented measurement of service quality:

    applying the sequential incident technique. *European Journal of Marketing,*

    31(1), 33-55. doi: 10.1108/03090569710157025

Stein, A., & Ramaseshan, B. (2016). Towards the identification of customer experience

    touch point elements. *Journal of Retailing and Consumer Services*, 30, 8-19. doi:

    10.1016/j.jretconser.2015.12.001

Sun, T., Youn, S., Wu, G., & Kuntaraporn, M. (2006). Online word-of-mouth (or mouse):

    An exploration of its antecedents and consequences. *Journal of Computer-*

    Mediated Communication, 11(4), 1104-1127. doi: 10.1111/j.1083-

    6101.2006.00310.x

Sureshchandar, G., Rajendran, C., & Anantharaman, R. (2002). The relationship between

    management's perception of total quality service and customer perceptions of

    service quality. *Total Quality Management, 13*(1), 69-88. doi:

    10.1080/09544120120098573

Swan, J. E., & Oliver, R. L. (1989). Postpurchase communications by consumers.

    Journal of Retailing. Retrieved from:

    http://search.proquest.com.ezproxylocal.library.nova.edu/docview/228615798?ac

    countid=6579

Swanson, S. R., & Davis, J. C. (2003). The relationship of differential with perceived

    quality and behavioral intentions. *Journal of Services Marketing, 17*(2), 202-219.

Retrieved from:

http://search.proquest.com.ezproxylocal.library.nova.edu/docview/212616920?ac

countid=6579

Sweeney, J. C., Soutar, G. N., & Mazzarol, T. (2008). Factors influencing word of mouth

effectiveness: receiver perspectives. *European Journal of Marketing, 42*(3/4),

344-364. doi: 10.1108/03090560810852977

Toma, C. L., Hancock, J. T., & Ellison, N. B. (2008). Separating fact from fiction: An

examination of deceptive self-presentation in online dating profiles. *Personality

and Social Psychology Bulletin, 34*(8), 1023-1036. doi:

10.1177/0146167208318067

Thomson, B. R. (1990). Appropriate and inappropriate uses of humor in psychotherapy as

perceived by certified reality therapists: A delphi study. Journal of Reality

Therapy.

Triana, G. (1989). La cultura popular en Colombia. Nueva Historia de Colombia, 23-24.

Tynan, C., McKechnie, S., & Chhuon, C. (2010). Co-creating value for luxury brands.

Journal of Business Research, 63(11), 1156-1163.

Vallaster, C., & De Chernatony, L. (2005). Internationalisation of services brands: The

role of leadership during the internal brand building process. *Journal of

Marketing Management, 21*(1-2), 181-203. doi: 10.1362/0267257053166839

Van Doorn, J., & Verhoef, P. C. (2008). Critical incidents and the impact of satisfaction

on customer share. *Journal of Marketing, 72*(4), 123-142. doi:

10.1509/jmkg.72.4.123

Van Knippenberg, D. (2000). Work motivation and performance: A social identity perspective. *Applied Psychology, 49*(3), 357-371. doi: 10.1111/1464-0597.00020

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing, 68*(1), 1-17. doi: 10.1509/jmkg.68.1.1.24036

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing, 85*(1), 31-41. doi: 10.1016/j.jretai.2008.11.001

Verhoef, P. C., Neslin, S. A., & Vroomen, B. (2007). Multichannel customer management: Understanding the research-shopper phenomenon. *International Journal of Research in Marketing, 24*(2), 129-148. doi: 10.1016/j.ijresmar.2006.11.002

ViewsWire, E. (2016). *Colombia economy: Is Colombia losing its lustre?* The Economist Intelligence Unit N.A., Incorporated.

Vinzi, V. E., Chin, W. W., Henseler, J., & Wang, H. (Eds.). (2010). Handbook of partial least squares: Concepts, methods and applications. Springer Science & Business Media.

Voss, C., Roth, A. V., & Chase, R. B. (2008). Experience, service operations strategy, and services as destinations: foundations and exploratory investigation. *Production and Operations Management, 17*(3), 247-266. doi: 10.3401/poms.1080.0030

Voss, C., & Zomerdijk, L. (2007). Innovation in Experimental Services: London Business School and Aim Research: London.

Wallace, E., de Chernatony, L., & Buil, I. (2011). How Leadership and Commitment

    Influence Bank Employees' Adoption of their Bank's Values. *Journal of Business*

    Ethics, 101(3), 397-414. doi: 10.1007/s10551-010-0728-2

Walter, U., Edvardsson, B., & Öström, Å. (2010). Drivers of customers' service

    experiences: a study in the restaurant industry. *Managing Service Quality, 20*(3),

    236-258. doi: 10.1108/09604521011041961

Walz, S. M., & Niehoff, B. P. (1996). ORGANIZATIONAL CITIZENSHIP

    BEHAVIORS AND THEIR EFFECT ON ORGANIZATIONAL

    EFFECTIVENESS IN LIMITED-MENU RESTAURANTS. Paper presented at

    the Academy of Management Proceedings.

Wang, X. (2011). The effect of inconsistent word-of-mouth during the service encounter.

    Journal of Services Marketing, 25(4), 252-259. doi: 10.1108/08876041111143087

Webster, F. E. (2000). Understanding the relationships among brands, consumers, and

    resellers. *Journal of the Academy of Marketing Science, 28*(1), 17-23. doi:

    10.1177/0092070300281002

Welsh, D. H., Alon, I., & Falbe, C. M. (2006). An examination of international retail

    franchising in emerging markets. *Journal of Small Business Management, 44*(1),

    130. doi: 10.1111/j.1540-627X.2006.00158.x

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational

    commitment as predictors of organizational citizenship and in-role behaviors.

    Journal of Management, 17(3), 601-617. doi: 10.1177/014920639101700305

Winsted, K. F. (2000). Service behaviors that lead to satisfied customers. *European*

    Journal of Marketing, 34(3/4), 399-417. doi: 10.1108/03090560010311920

Woodruff, R. B., & Flint, D. J. (2006). Marketing's service-dominant logic and customer value *The service-dominant logic of marketing: Dialog, debate, and directions* (pp. 183-195).

World Bank. (2006). *World development report 2006: Equity and development*. In O. U. Press (Ed.). New York, NY.

World Bank. (2016). *Global Economic Prospects, June 2016: Divergences and Risks.* doi: 10.1596/978-1-4648-0777-0

Zeithaml, V. A. (2000). Service quality, profitability, and the economic worth of customers: what we know and what we need to learn. *Journal of the Academy of Marketing Science, 28*(1), 67-85. doi: 10.1177/0092070300281007

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1993). The nature and determinants of customer expectations of service. *Journal of the Academy of Marketing Science, 21*(1), 1-12. doi: 10.1177/0092070393211001

Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *The Journal of Marketing*, 31-46. Retrieved from: http://www.jstor.org/stable/1251929

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and strategies in services marketing. *The Journal of Marketing, 49*(2), 33-46. Retrieved from: http://www.jstor.org/stable/1251563

Zerbe, W. J., Dobni, D., & Harel, G. H. (1998). Promoting employee service behaviour: The role of perceptions of human resource management practices and service culture. *Canadian Journal of Administrative Sciences/Revue Canadienne des*

Sciences de l'Administration, 15(2), 165-179. doi: 10.1111/j.1936-

4490.1998.tb00160.x

Appendices

Appendix A – List of Emerging Markets and Developing Economies

Commodity Exporters[2]		Commodity Importers[3]	
Algeria*	Malawi	Afghanistan	Palau
Angola*	Malaysia*	Albania	Philippines
Argentina	Mali	Antigua and Barbuda	Poland
Armenia	Mauritania	Bahamas	Romania
Azerbaijan*	Mongolia	Bangladesh	Samoa
Bahrain*	Mozambique	Barbados	Serbia
Belize	Myanmar*	Belarus	Seychelles
Benin	Namibia	Bosnia and Herzegovina	Solomon Islands
Bhutan*	Nicaragua	Bulgaria	St. Lucia
Bolivia*	Niger	Cabo Verde	Swaziland
Botswana	Nigeria*	Cambodia	Thailand
Brazil	Oman*	China	Tunisia
Burkina Faso	Panama	Comoros	Turkey
Burundi	Papua New Guinea	Croatia	Tuvalu
Cameroon*	Paraguay	Djibouti	Vanuatu
Chad*	Peru	Dominica	Vietnam
Chile	Qatar*	Dominican Republic	
Colombia*	Russian Federation*	Egypt, Arab Rep.	
Congo, Dem. Rep.	Rwanda	El Salvador	
Congo, Rep.*	Saudi Arabia*	Eritrea	
Costa Rica	Senegal	Georgia	
Côte d'Ivoire	Sierra Leone	Haiti	
Ecuador*	South Africa	Hungary	
Equatorial Guinea*	South Sudan*	India	
Ethiopia	Sri Lanka	Jordan	
Fiji	St. Vincent and the Grenadines	Kiribati	
Gabon*	Sudan*	Kosovo	
Gambia, The	Tajikistan	Lao PDR	
Ghana*	Tanzania	Lebanon	
Guatemala	Timor-Leste*	Lesotho	
Guinea	Trinidad and Tobago*	Liberia	
Guinea-Bissau	Togo	Macedonia, FYR	
Guyana	Tonga	Maldives	
Honduras	Turkmenistan*	Marshall Islands	
Indonesia*	Uganda	Mauritius	
Iran, Islamic Rep.*	Ukraine	Mexico	
Iraq*	United Arab Emirates*	Micronesia, Fed. Sts.	
Jamaica	Uruguay	Moldova	
Kazakhstan*	Uzbekistan	Montenegro	
Kenya	Venezuela, RB*	Morocco	
Kuwait*	West Bank and Gaza	Nepal	
Kyrgyz Republic	Zambia	Pakistan	
Libya*	Zimbabwe		
Madagascar			

1 Emerging Market and Developing Economies (EMDEs) includes all those that are not classified as advanced economies. Advanced economies include Australia; Austria; Belgium; Canada; Cyprus; Czech Republic; Denmark; Estonia; Finland; France; Germany; Greece; Hong Kong SAR, China; Iceland; Ireland; Israel; Italy; Japan; Korea; Latvia; Lithuania; Luxembourg; Malta; Netherlands; New Zealand; Norway; Portugal; San Marino; Singapore; Slovak Republic; Slovenia; Spain; Sweden; Switzerland; United Kingdom; and United States.
2 An economy is defined as commodity exporter when, on average in 2012-14, either (i) total commodities exports accounted for 30 percent or more of total goods exports or (ii) exports of any single commodity accounted for 20 percent or more of total goods exports. Economies for which these thresholds were met as a result of re-exports were excluded. When data was not available, judgment was used. Energy exporters are denoted by an asterisk. This taxonomy results in the classification of some well-diversified economies as importers, even if they are exporters of certain commodities (e.g. Mexico).
3 Commodity importers are all EMDE economies that are not classified as commodity exporters.

Source: World Bank, 2016.

Appendix B – Essay 1 Instrument

The below items will be rated on a 5 point Likert scale (strongly disagree, disagree, neutral, agree, strongly agree).

Product experience

1. I want to choose between different options to make certain I get the best offer.

2. It is important to me to have access to offers from different companies.

3. Unless I can compare different options, I will not know which one is the best for me.

4. It would be great if I could deal with one designated contact through the entire shopping process.

Outcome Focus

5. Staying with XYZ makes the process much easier.

6. XYZ gives me what I need swiftly.

7. I prefer XYZ over an alternative provider.

8. XYZ's personnel relates to my wishes and concerns.

Moments of Truth

9. XYZ demonstrates flexibility in dealing with me.

10. XYZ keeps me up-to-date.

11. XYZ is a safe and reputable company.

12. The people I am dealing with [at XYZ] have good people skills.

13. XYZ deal(t) with me correctly when things go (went) wrong.

Peace-of-mind

14. I am confident in XYZ's expertise.

15. Dealing with XYZ is easy.

16. XYZ will look after me for a long time.

17. I stay with XYZ because of my past dealings with XYZ.

18. I have dealt with XYZ before so getting what I needed was really easy.

19. XYZ gives independent advice (on which product/ service will best suit my needs).

IRBBB

20. I believe that XYZ provides superior outcome to its customers.

21. I would say that XYZ give the requested outcome to the customers.

22. I would say that XYZ and XYZ's employees are interested in the customers.

23. I believe that XYZ and XYZ's employees are caring the customers.

24. I believe XYZ has employees who are sensitive to my individual needs and wants, rather than always relying on policies and procedures. (Adapted from original)

25. Overall, I'd say the quality of my interaction with this firm's employees is excellent.

26. I would say that the quality of my interaction with XYZ's employees is high.

27. The people who work at XYZ represent the XYZ brand well.

Loyalty

28. Say positive things about XYZ to other people?

29. Recommend XYZ to someone who seeks your advice?

30. Encourage friends and relatives to use XYZ?

31. Consider XYZ the first choice to buy - services?

32. Use XYZ more in the next few years?

Satisfaction

33. My feelings towards XYZ are very positive.

34. I feel good about coming to XYZ for the offerings I am looking for

35. Overall I am satisfied with XYZ and the service they provide.

36. I feel satisfied that XYZ produce the best results that can be achieved for me

37. The extent to which XYZ has produced the best possible outcome for me is

satisfying

The below items will be rated on a 5 point Likert scale (never, rarely, sometimes, often, always).

Traditional WOM

38. Mentioned to others that you do business with XYZ.

39. Made sure that others know that you do business with XYZ.

40. Spoke positively about XYZ employee(s) to others.

41. Recommended XYZ to family members.

42. Spoke positively of XYZ to others.

43. Recommended XYZ to acquaintances.

44. Recommended XYZ to close personal friends.

Social Media WOM

45. To what extent is it likely that you say positive things about the company on social sites such as Facebook?

46. To what extent is it likely that you use social sites to encourage friends and relatives to buy the company's products?

47. To what extent is it likely that you recommend the company on social sites such as Facebook?

48. To what extent is it likely that you would become a fan of the company brand pages on social sites such as Facebook?

The following demographic questions indicate below each question the selections available:

49. Gender:

a. Male

b. Female

50. Size of the family:

    a. 1

    b. 2

    c. 3

    d. 4

    e. 5 or more

51. Age:

    a. 18-25

    b. 26-34

    c. 35-49

    d. 50-64

    e. Over 64 years old

52. Monthly family income:

    a. Less than $1.000.000

    b. $1.000.000-$2.000.000

    c. $2.000.001-$4.000.000

    d. $4.000.001-$11.000.000

    e. More than $11.000.000.

53. Occupation:

    a.   Employed

    b.   Unemployed

    c.   Student

54. Marital status:

    a.   Single

    b.   Married

    c.   Divorced

    d.   Widow (er)

    e.   Other

55. Highest level of education achieved

    a. None

    b. Some high-school

    c. Complete high-school

    d. Bachelor's degree

    e. Master or PhD

Appendix C – Delphi Study Final Behavior List

S1	To be a team player	In-role
S2	To collaborate with other areas	In-role
S3	To be customer oriented/ willing to help customers	In-role
S4	To be polite/ tolerant/ respectful/ courteous	In-role
S5	To be willing to help customers quickly and efficiently	In-role
S6	To provide full attention to customers	In-role
S7	To build rapport with customers	In-role
S8	To be honest/ ethical	In-role
S9	To actively listen to customers	In-role
S10	To communicate clearly when dealing with customers and coworkers	In-role
S11	To help make the work environment pleasant	In-role
S12	To resolve customer queries/problems	In-role
S13	To never miss work	In-role
S14	To understand the role clearly.	In-role
S15	To comply with the company's dressing code	In-role
S16	To be knowledgeable about service/product offered	In-role
S17	To attend training programs	In-role
S18	To actively communicate with co-workers and supervisors.	In-role
S19	To be punctual	In-role
S20	To cover for absent employees without being told to do so.	Extra-
S21	To assist a supervisor with his/her work without being told to do so.	Extra-
S22	To take time to listen to co-workers problems and worries	Extra-
S23	To go out of his/her way to help new employees	Extra-
S24	To share experiences and knowledge with co-workers	Extra-
S25	To participate in company events without compensation	Extra-
S26	To conserve and protect organizational property.	In-role
S27	To adapt to less than ideal situations that can come up	In-role
S28	To try to learn more about the company	Extra-
S29	To make recommendations to improve the company's operations and procedures.	Extra-
S30	To speak well of company when outside of work	Extra-
S31	To fulfill responsibilities specified in job description	In-role
S32	To meet format performance requirements of the job.	In-role
S33	To have a positive attitude towards customers and other colleagues	In-role
S34	To be friendly towards customers and other colleagues	In-role
S35	To be helpful towards customers and other colleagues	In-role
S36	To try to put themselves in the customers' or other colleagues' positions in order to understand	In-role
S37	To take responsibility outside of their own competence area if necessary (e.g. in handling	In-role
S38	To ask other colleagues actively for feedback	In-role
S39	To strive to develop expertise by reading manuals, guidebooks or professional journals	In-role
S40	To report customer feedback or internal problems/difficulties directly to the person in charge	In-role

Appendix D – List of Behaviors by Source (Survey)

To actively listen to customers	In-role	Survey
To be a team player	In-role	Survey
To be customer oriented/ willing to help customers	In-role	Survey
To be honest/ ethical	In-role	Survey
To be polite/ tolerant/ respectful/ courteous	In-role	Survey
To be willing to help customers quickly and efficiently	In-role	Survey
To build rapport with customers	In-role	Survey
To collaborate with other areas	In-role	Survey
To communicate clearly when dealing with customers and coworkers	In-role	Survey
To help make the work environment pleasant	In-role	Survey
To provide full attention to customers	In-role	Survey
To resolve customer queries/problems	In-role	Survey

Appendix E - List of Behaviors by Source (Literature)

To go out of his/her way to help new employees	Extra-role	Ackfeldt and Coote
To participate in company events without compensation	Extra-role	Ackfeldt and Coote
To speak well of company when outside of work	Extra-role	Buil et atl (2016)
To ask other colleagues actively for feedback	In-role	Burmann et al. (2009)
To be friendly towards customers and other colleagues	In-role	Burmann et al. (2009)
To be helpful towards customers and other colleagues	In-role	Burmann et al. (2009)
To have a positive attitude towards customers and other colleagues	In-role	Burmann et al. (2009)
To report customer feedback or internal problems/difficulties directly to	In-role	Burmann et al. (2009)
To strive to develop expertise by reading manuals, guidebooks or	In-role	Burmann et al. (2009)
To take responsibility outside of their own competence area if necessary	In-role	Burmann et al. (2009)
To try to put themselves in the customers' or other colleagues' positions in	In-role	Burmann et al. (2009)
To try to learn more about the company	Extra-role	MacKenzie and
To adapt to less than ideal situations that can come up	In-role	MacKenzie and
To make recommendations to improve the company's operations and	Extra-role	MacKenzie and
To attend training programs	In-role	MacKenzie and
To be knowledgeable about service/product offered	In-role	Morhart et al (2009)
To be punctual	In-role	Morhart et al (2009)
To comply with the company's dressing code	In-role	Morhart et al (2009)
To understand the role clearly.	In-role	Morhart et al (2009)
To assist a supervisor with his/her work without being told to do so	Extra-role	Williams and Anderson
To cover for absent employees without being told to do so.	Extra-role	Williams and Anderson
To share experiences and knowledge with co-workers	Extra-role	Williams and Anderson
To take time to listen to co-workers problems and worries	Extra-role	Williams and Anderson
To actively communicate with co-workers and supervisors.	In-role	Williams and Anderson
To conserve and protect organizational property.	In-role	Williams and Anderson
To fulfill responsibilities specified in job description	In-role	Williams and Anderson
To meet format performance requirements of the job.	In-role	Williams and Anderson
To never miss work	In-role	Williams and Anderson

Appendix F – Rating Summary
Descriptive statistics (Quantitative data):
Rating Summary (Total)

Statistic	Minimum	Maximum	Median	Mean	Standard
S1	7.000	10.000	10.000	9.037	1.192
S2	5.000	10.000	8.000	8.037	1.427
S3	7.000	10.000	10.000	9.333	0.920
S4	7.000	10.000	10.000	9.407	0.971
S5	7.000	10.000	10.000	9.259	0.984
S6	7.000	10.000	10.000	9.444	0.801
S7	7.000	10.000	10.000	9.481	0.849
S8	9.000	10.000	10.000	9.852	0.362
S9	8.000	10.000	10.000	9.667	0.620
S10	6.000	10.000	10.000	9.296	1.137
S11	6.000	10.000	9.000	8.889	1.155
S12	5.000	10.000	9.000	8.852	1.262
S13	6.000	10.000	10.000	8.963	1.285
S14	7.000	10.000	10.000	9.259	0.984
S15	7.000	10.000	10.000	9.407	0.931
S16	6.000	10.000	10.000	9.630	0.884
S17	4.000	10.000	10.000	9.222	1.311
S18	6.000	10.000	9.000	8.778	1.311
S19	5.000	10.000	10.000	9.222	1.340
S20	0.000	10.000	6.000	6.222	2.547
S21	0.000	9.000	7.000	6.296	2.317
S22	0.000	9.000	5.000	5.074	2.986
S23	0.000	10.000	7.000	6.778	2.455
S24	2.000	10.000	8.000	7.259	2.280
S25	0.000	10.000	7.000	6.889	2.423
S26	4.000	10.000	9.000	8.630	1.445
S27	5.000	10.000	8.000	8.185	1.302
S28	2.000	10.000	8.000	7.926	2.018
S29	0.000	10.000	8.000	8.074	2.074
S30	4.000	10.000	10.000	9.148	1.322
S31	8.000	10.000	10.000	9.519	0.643
S32	8.000	10.000	10.000	9.519	0.643
S33	8.000	10.000	10.000	9.444	0.641
S34	7.000	10.000	10.000	9.481	0.849
S35	3.000	10.000	10.000	9.111	1.476
S36	0.000	10.000	9.000	8.556	2.006
S37	0.000	10.000	9.000	7.741	2.347
S38	0.000	10.000	8.000	6.963	2.780
S39	3.000	10.000	9.000	8.519	1.827
S40	0.000	10.000	9.000	8.185	2.304

Appendix G – Rating Summary by Role

Descriptive statistics (Quantitative data):

Rating Summary (By Role)

Statistic	Minimum	Maximum	Median	Mean	Standard deviation (n-1)
S1 | Mng	7.000	10.000	9.000	8.667	1.323
S1 | FLE	7.000	10.000	10.000	9.333	1.118
S1 | Cust	7.000	10.000	10.000	9.111	1.167
S2 | Mng	5.000	9.000	8.000	7.778	1.394
S2 | FLE	6.000	10.000	8.000	7.889	1.269
S2 | Cust	5.000	10.000	9.000	8.444	1.667
S3 | Mng	7.000	10.000	9.000	8.889	1.167
S3 | FLE	8.000	10.000	10.000	9.556	0.726
S3 | Cust	8.000	10.000	10.000	9.556	0.726
S4 | Mng	7.000	10.000	9.000	8.889	1.269
S4 | FLE	8.000	10.000	10.000	9.667	0.707
S4 | Cust	8.000	10.000	10.000	9.667	0.707
S5 | Mng	7.000	10.000	9.000	8.889	1.054
S5 | FLE	8.000	10.000	10.000	9.556	0.726
S5 | Cust	7.000	10.000	10.000	9.333	1.118
S6 | Mng	8.000	10.000	9.000	9.222	0.667
S6 | FLE	9.000	10.000	10.000	9.667	0.500
S6 | Cust	7.000	10.000	10.000	9.444	1.130
S7 | Mng	8.000	10.000	9.000	9.000	0.866
S7 | FLE	9.000	10.000	10.000	9.778	0.441
S7 | Cust	7.000	10.000	10.000	9.667	1.000
S8 | Mng	9.000	10.000	10.000	9.667	0.500
S8 | FLE	10.000	10.000	10.000	10.000	0.000
S8 | Cust	9.000	10.000	10.000	9.889	0.333
S9 | Mng	8.000	10.000	10.000	9.444	0.726
S9 | FLE	8.000	10.000	10.000	9.667	0.707
S9 | Cust	9.000	10.000	10.000	9.889	0.333
S10 | Mng	8.000	10.000	9.000	9.333	0.707
S10 | FLE	6.000	10.000	10.000	9.111	1.364
S10 | Cust	6.000	10.000	10.000	9.444	1.333
S11 | Mng	7.000	10.000	8.000	8.444	1.014
S11 | FLE	8.000	10.000	9.000	9.111	0.928
S11 | Cust	6.000	10.000	10.000	9.111	1.453
S12 | Mng	7.000	10.000	9.000	8.556	0.882
S12 | FLE	5.000	10.000	10.000	9.111	1.616
S12 | Cust	7.000	10.000	9.000	8.889	1.269
S13 | Mng	6.000	10.000	8.000	8.222	1.563
S13 | FLE	8.000	10.000	10.000	9.667	0.707
S13 | Cust	7.000	10.000	9.000	9.000	1.118
S14 | Mng	8.000	10.000	9.000	9.000	0.866

S14 | FLE	7.000	10.000	10.000	9.333	1.000
S14 | Cust	7.000	10.000	10.000	9.444	1.130
S15 | Mng	7.000	10.000	9.000	8.889	1.054
S15 | FLE	9.000	10.000	10.000	9.889	0.333
S15 | Cust	7.000	10.000	10.000	9.444	1.014
S16 | Mng	8.000	10.000	10.000	9.556	0.726
S16 | FLE	6.000	10.000	10.000	9.444	1.333
S16 | Cust	9.000	10.000	10.000	9.889	0.333
S17 | Mng	7.000	10.000	9.000	9.000	1.000
S17 | FLE	4.000	10.000	10.000	9.111	1.965
S17 | Cust	8.000	10.000	10.000	9.556	0.726
S18 | Mng	6.000	10.000	9.000	8.778	1.302
S18 | FLE	6.000	10.000	9.000	8.333	1.500
S18 | Cust	7.000	10.000	10.000	9.222	1.093
S19 | Mng	6.000	10.000	9.000	8.778	1.394
S19 | FLE	5.000	10.000	10.000	9.444	1.667
S19 | Cust	8.000	10.000	10.000	9.444	0.882
S20 | Mng	5.000	10.000	8.000	7.889	1.764
S20 | FLE	0.000	9.000	6.000	5.444	2.877
S20 | Cust	2.000	9.000	5.000	5.333	2.236
S21 | Mng	4.000	9.000	7.000	7.000	1.732
S21 | FLE	0.000	8.000	7.000	6.000	2.550
S21 | Cust	0.000	9.000	6.000	5.889	2.667
S22 | Mng	4.000	9.000	7.000	7.111	1.965
S22 | FLE	0.000	8.000	5.000	3.556	3.127
S22 | Cust	0.000	9.000	5.000	4.556	2.789
S23 | Mng	5.000	9.000	7.000	7.333	1.581
S23 | FLE	1.000	9.000	8.000	6.333	2.598
S23 | Cust	0.000	10.000	7.000	6.667	3.122
S24 | Mng	5.000	9.000	9.000	8.111	1.364
S24 | FLE	2.000	10.000	7.000	6.556	2.744
S24 | Cust	3.000	10.000	8.000	7.111	2.472
S25 | Mng	6.000	9.000	7.000	7.667	1.118
S25 | FLE	0.000	10.000	7.000	6.000	3.640
S25 | Cust	4.000	9.000	7.000	7.000	1.732
S26 | Mng	7.000	10.000	8.000	8.444	1.014
S26 | FLE	7.000	10.000	9.000	9.000	1.118
S26 | Cust	4.000	10.000	9.000	8.444	2.068
S27 | Mng	7.000	10.000	8.000	8.111	1.054
S27 | FLE	5.000	10.000	9.000	8.556	1.667
S27 | Cust	6.000	10.000	8.000	7.889	1.167
S28 | Mng	7.000	10.000	9.000	8.444	1.236
S28 | FLE	5.000	10.000	8.000	7.556	1.944
S28 | Cust	2.000	10.000	9.000	7.778	2.728
S29 | Mng	7.000	10.000	8.000	8.333	1.000

S29	FLE	6.000	10.000	9.000	8.667	1.500
S29	Cust	0.000	10.000	8.000	7.222	3.073
S30	Mng	7.000	10.000	9.000	9.111	1.054
S30	FLE	8.000	10.000	10.000	9.444	0.882
S30	Cust	4.000	10.000	9.000	8.889	1.900
S31	Mng	8.000	10.000	9.000	9.111	0.782
S31	FLE	9.000	10.000	10.000	9.778	0.441
S31	Cust	9.000	10.000	10.000	9.667	0.500
S32	Mng	8.000	10.000	9.000	9.111	0.782
S32	FLE	9.000	10.000	10.000	9.778	0.441
S32	Cust	9.000	10.000	10.000	9.667	0.500
S33	Mng	8.000	10.000	9.000	9.222	0.667
S33	FLE	8.000	10.000	10.000	9.556	0.726
S33	Cust	9.000	10.000	10.000	9.556	0.527
S34	Mng	7.000	10.000	9.000	9.000	1.118
S34	FLE	9.000	10.000	10.000	9.889	0.333
S34	Cust	8.000	10.000	10.000	9.556	0.726
S35	Mng	8.000	10.000	9.000	9.222	0.667
S35	FLE	8.000	10.000	10.000	9.667	0.707
S35	Cust	3.000	10.000	9.000	8.444	2.297
S36	Mng	7.000	10.000	9.000	8.778	1.093
S36	FLE	7.000	10.000	8.000	8.556	1.014
S36	Cust	0.000	10.000	10.000	8.333	3.279
S37	Mng	6.000	10.000	9.000	8.667	1.323
S37	FLE	5.000	10.000	8.000	7.889	1.453
S37	Cust	0.000	10.000	8.000	6.667	3.428
S38	Mng	5.000	10.000	8.000	8.000	1.500
S38	FLE	1.000	9.000	7.000	6.444	2.833
S38	Cust	0.000	10.000	8.000	6.444	3.609
S39	Mng	7.000	10.000	9.000	8.889	1.167
S39	FLE	4.000	10.000	9.000	8.222	1.986
S39	Cust	3.000	10.000	9.000	8.444	2.297
S40	Mng	7.000	10.000	9.000	8.889	0.928
S40	FLE	5.000	10.000	9.000	8.667	1.581
S40	Cust	0.000	10.000	8.000	7.000	3.391

Appendix H – Call Center FLE Job Description

1. GENERAL INFORMATION

Position:

Call Center Agent

Reports to:

Call center supervisor

2. POSITION DESCRIPTION:

2.1.   PURPOSE OF THE POSITION

Providing the customer service over the telephone guaranteeing high levels of quality, according to the protocols and scripts defined by the company and the strategies or commercial campaigns to be executed.

2.4.   INTERNAL AND EXTERNAL RELATIONSHIPS

a. INTERNAL INTERACTIONS (WITH WHOM)	NATURE OR PURPOSE (For what purpose and how frequently)
1. Clinic receptions	Coordinate schedules of contacted patients.
2. Marketing department	For knowledge acquisition of marketing campaigns being implemented.

b. EXTERNAL INTERACTIONS (WITH WHOM)	NATURE OR PURPOSE (For what purpose)
1. Patients	Establish an immediate commercial relationship

2.5.   DECISIONS

INDEPENDENT DECISIONS (Require no approval from direct supervisor)	DECISIONS THAT REQUIRE APPROVAL
1. None	Any financial related issues
2.	Other issues as they arise.

2.6.   TYPICAL PROBLEMS OF THE POSITION

Difficulty reaching patients.
Outdated information in database.

2.7   KEY ACTVITIES

Manage patient relations over the telephone, while providing service support and immediately addressing expressed needs
Manage databases according to the commercial requirements and objectives of the Company, with the goal of enhancing the acquisition or loyalty of customers.

To market the company's services, ensuring the scheduling of patients according to identified needs and taking into account the commercial campaign to be promoted at the moment.

Answer high call volumes with different goals. Its main focus is the generation of Outbound calls and the reception of calls (Inbound calls), covering the expectations of each of the campaigns implemented.

Compliance with the following management indicators:
- Quantity of answered and rejected calls.
- Number of calls lost and overflowed.
- Average waiting time.
- Service level.
- Duration of calls.

2. COMPETENCY INFORMATION:

   a. TECHNICAL SKILLS:

Education: Trade or technical	Especialization : NA	Languages: NA
Experience: 1 year in a call center dealing with sales		

   b. PREDICTORS:

Success: The behaviors that ensure the success of the position are indicated below	
Strong communication skills	Politeness
Commercial skills	Tolerance
Appropriate tone	Pressure handling
Client empathy	
Basic knowledge of product being offered	

3. ORGANIZACIONAL COMPETENCIES

	HIGH	MEDIUM	LOW
RESULT ORIENTATION	X		
PLANNING AND ORGANIZATION		X	

INITIATIVE AND PROBLEM SOLVING		X	
CUSTOMER ORIENTATION	X		
WORK EFFICIENCY	X		
ORGANIZACIONAL COMMITMENT		X	
WORK UNDER PRESSURE	X		
CONTINUOUS LEARNING		X	
COMMUNCIATION AND TRANSPARENCY	X		
FLEXIBILITY		X	

Appendix I – Dental Clinic FLE Job Description

1. GENERAL INFORMATION

Position:

Service advisor

Reports to:

Clinic Director

2 POSITION DESCRIPTION:

2.1. PURPOSE OF THE POSITION

Manage patient care from the first contact with the company and throughout the service cycle preserving the attachment and permanent link with the company through the execution of patient welcome and care processes, appointment scheduling and cash management according to policies and established regulations.

2.4. INTERNAL AND EXTERNAL RELATIONSHIPS

a. INTERNAL INTERACTIONS (WITH WHOM)	NATURE OR PURPOSE (For what purpose and how frequently)
3. Clinic Director	Communication inherent to activities of the position and the functions it performs.
4. Subdirectors	Communication inherent to activities related to agendas, cash, and arrival of patients.
5. Dentist Assistants	Support in patient care regarding the arrival of patients to appointments and scheduling appointments
6. Dentists	Check daily production and monitor your schedules.
7. Internal Control	Scheduling, production, confirmation of appointments, doctor's hours, incidents, cash register, or problems that cannot be resolved independently.
8. Human Resources	Provide information on doctors' agendas and schedules.

b. EXTERNAL INTERACTIONS (WITH WHOM)	NATURE OR PURPOSE (For what purpose)
4. Patient care	To introduce company services.
5. Courier companies	Receipt and dispatch of documentation and laboratory items

2.5. DECISIONS

INDEPENDENT DECISIONS (Require no approval from direct supervisor)	DECISIONS THAT REQUIRE APPROVAL
3. Scheduling according to clinic times	Schedule changes
4. Escalations	Absenses
5. Patient care	Schedules over 15 days in advance
6. Cash register management	Use of petty cash for clinic purchases
7. Patient calls	Patient cash reimbursement

2.6. TYPICAL PROBLEMS OF THE POSITION

1. High level of stress
2. Detailed monitoring of monetary resources received
3. Agenda changes
4. High level of patient flow
5. Difficulty answering phones
6. Mismanagement of times before procedures
7. Internal Clinic Communication

2.7. KEY ACTVITIES

ACTIVITIES
The work day starts at 6:30am in order to open the clinic, equipment verification and cleaning of reception between 6:45am to 6:50am, and at 7:00am opening of the register and printing of the agendas for the day.
To greet, receive and guide all the patients that arrive at the clinic requesting appointments for examinations and/or treatment, and/or information about the clinic. **Management of wait time:** must be waiting for patients with the schedule in hand performing the verification upon arrival of each patient to proper direct them to the waiting room according to the internal system.
Telephone Answering: Priority should be given every time the telephone is ringing, it is not allowed to turn its volume down or to not answer it. **Protocol to answer the phone:** "Thank you for calling XXXX, good morning, take care xxxxx, how can I help you?"
Any patient who does not show up for an appointment after 15 minutes should be called and rescheduled. When the patient calls the clinic his/her name should be checked in the system before they are created again.
Every day should call all patients remembering the appointment the following day to patients in TTO and PV, exception: Call Center and Stand.

ADMINISTRATIVE DUTIES
MANDATORY: signal patient's arrival in the waiting room, consultation and procedures.
REQUEST FOR REFERRALS: Referrals are treated as an incentive. Always indicate it when filling out the patient information form; it should include the complete name of the referring patient under the REFERENCE section and it is never OPTIONAL.
DAILY REPORTS: The following reports must be done at the end of the day: **WEB APPOINTMENTS:** all first visit appts that were scheduled, the ones that took place and missed, including appointment made through the call center.   • REGISTER: all invoices for the day, TTO support, expenses invoices, safe deposits, credit card transactions, and system closing.   • PRODUCTION: PDFs signed by the Doctors covering the day worked, assistants and Director.   • ABSENCE CONTROL: every day we have to verify that the patients are scheduled, have the treatment canceled, before entering the office.   • **SCHEDULING:** Schedule appointments accurately with specialists and Clinic system times, without leaving dead times between appointments.   • **DAILY SCHEDULING:** Every day you have to carry out the closing of schedules, you can not have anyone pending, in the waiting room, in a consultation and pending a call. Otherwise the Doctor's production will be affected.   • **ESCALATIONS:** To direct escalations daily, so that the production of the Doctors all increases and transfers between clinics are managed, procedural transfers of balances between patients.
Provide requested information and make sure that it is properly authorized to be provided either in person of over the phone to internal and external requests.
Provide reports as requested.
Maintain organized archives and answer for the security of documents.
Know, disclose and comply with the procedures of the area.
Address, when required, the concerns that users have regarding: delinquency, upcoming appointments or termination of treatments.

6. <u>COMPETENCY INFORMATION:</u>

      c. TECHNICAL SKILLS**:**

Education: Technical degree in health management.	Especialization : NA	Languages: NA
Experience: 2 years in similar position (dental clinics, EPS, IPS, retail)		
Specific Knowledge: • Basic office skills • Customer care • Cash register		

      d. <u>PREDICTORS</u>:

Success: The behaviors that ensure the success of the position are indicated below	
Positive attitude	Adequate teamwork, attitude towards conflict resolution, adequate transmission of information

Mental agility	Integrity and reliability
Appropriate stress management	Care for the customer's wellbeing
Attention disposition	Operational knowledge of position functions
Failure: It outlines the behaviors that can significantly affect the success in the performance of the position	Lack of fellowship, inadequate teamwork
Inadequate handling of emotions and stress, negative attitude	Dishonesty

3. <u>ORGANIZACIONAL COMPETENCIES</u>

	HIGH	AVERAGE	LOW
RESULT ORIENTATION	X		
PLANNING AND ORGANIZATION		X	
INITIATIVE AND PROBLEM SOLVING	X		
CUSTOMER ORIENTATION	X		
WORK EFFICIENCY	X		
ORGANIZACIONAL COMMITMENT	X		
WORK UNDER PRESSURE	X		
CONTINUOUS LEARNING	X		
COMMUNCIATION AND TRANSPARENCY	X		
FLEXIBILITY		X	

Appendix J – Department Store FLE Job Description

JOB TITTLE
SALES REPRESENTATIVE

INTERACTIONS
All store personnel and customers.

JOB DESCRIPTION (WHAT, HOW AND WHEN IT DOES IT)
Hlep each customer who enters the store according to determined by the company, investigating the needs of the customer to be able to satisfy them through excellent service, with the constant monitoring of the process of sale and by promoting the use of the store credit card by successfully closing the transaction in the POS.

DIRECT REPORTS

	PLANTA XXXXX	RELACIÓN DE CARGOS DEPENDIENTES
NÚMERO DE PERSONAS A CARGO DIRECTAS	0	
NÚMERO DE PERSONAS A CARGO INDIRECTAS	0	
NÚMERO DE OUTSOURCING / TEMPORALES	0	
TOTAL DE PERSONAL A CARGO	0	

PROVIDERS

ADMINISTRA OUTSOURCING / TERCEROS	NO	Nⁿ. DE OUTSOURCING/TERCEROS ADMINISTRADOS	

POSITION RESPONSIBILITIES (DO NOT DESCRIBE TASKS)

1.	To approach and accompany the client applying the techniques and commercial service protocols to guarantee sales and encourage the use of the XXXXX Visa credit card, allowing for the attainment of the monthly sales budget.
2.	Maintain the assignment area of responsibility based on the following criteria: Top Sales and valid POPs, in order to ensure compliance with the indicators of the area.
3.	Manage the POS system, according to the protocols and custody of securities determined by the Company, to facilitate the customer's buying experience.

ADDITIONAL DUTIES				
¿TIENE ATRIBUCIONES?	SI	☐	NO	☑

DESCRIPTION OF ADDITIONAL DUTIES

1.	
2.	
3.	
4.	

POSITION REQUIREMENTS

MINIMUM REQUIREMENTS FOR THE POSITION

CONOCIMIENTOS

EDUCATION

EDUCATION LEVEL:	High school, technical, trade.
FIELD:	Business administration related.

WORK EXPERIENCE

EXPERIENCE TIME	At least 1 year in sales.
SPECIFY THE AREAS AND PROCESSES IN WHICH THIS EXPERIENCE IS REQUIRED:	Wholesale and retail

TECHNICAL KNOWLEDGE FOR THE POSITION

Training in external and internal customer care, skills with sales and commercial techniques.

COMPETENCIAS

ORGANIZACIONAL COMPETENCIES

	HIGH	MEDIUM	LOW
ACHIEVEMENT ORIENTATION	☑	☐	☐
PLANNING AND ORGANIZATION	☐	☑	☐
INITIATIVE AND TROUBLESHOOTING	☑	☐	☐
ENGAGEMENT WITH THE CLIENT	☑	☐	☐
EFFICIENCY AND EFFICIENCY AT WORK	☑	☐	☐
QUALITY OF WORK	☑	☐	☐
COMMUNICATION AND TRANSPARENT RELATIONS	☑	☐	☐
CAPACITY OF LEADERSHIP (ONLY FOR PERSONS WITH PEOPLE IN CHARG	☐	☐	☐

APPROVAL

General Manager	▼	Manager	▼
General Manager Name		Manager's name	
Signature		Signature	

Appendix K: Behavior Classification (In-Role) - Managers

Item	Type	Agree	Disagree	Not sure
S1	In-role	100%	0%	0%
S4	In-role	100%	0%	0%
S5	In-role	100%	0%	0%
S8	In-role	100%	0%	0%
S9	In-role	100%	0%	0%
S10	In-role	100%	0%	0%
S11	In-role	100%	0%	0%
S14	In-role	100%	0%	0%
S15	In-role	100%	0%	0%
S26	In-role	100%	0%	0%
S31	In-role	100%	0%	0%
S32	In-role	100%	0%	0%
S33	In-role	100%	0%	0%
S34	In-role	100%	0%	0%
S35	In-role	100%	0%	0%
S36	In-role	100%	0%	0%
S6	In-role	89%	0%	11%
S7	In-role	89%	0%	11%
S13	In-role	89%	0%	11%
S16	In-role	89%	0%	11%
S17	In-role	89%	0%	11%
S19	In-role	89%	0%	11%
S27	In-role	89%	0%	11%
S40	In-role	89%	11%	0%
S2	In-role	78%	0%	22%
S12	In-role	78%	11%	11%
S18	In-role	78%	11%	11%
S39	In-role	78%	22%	0%
S3	In-role	67%	0%	33%
S37	In-role	67%	22%	11%
S38	In-role	67%	33%	0%

Appendix L: Behavior Classification (In-Role) - FLEs

Item	Type	Agree	Disagree	Not sure
S1	In-role	100%	0%	0%
S3	In-role	100%	0%	0%
S6	In-role	100%	0%	0%
S8	In-role	100%	0%	0%
S9	In-role	100%	0%	0%
S12	In-role	100%	0%	0%
S14	In-role	100%	0%	0%
S15	In-role	100%	0%	0%
S19	In-role	100%	0%	0%
S26	In-role	100%	0%	0%
S31	In-role	100%	0%	0%
S32	In-role	100%	0%	0%
S33	In-role	100%	0%	0%
S34	In-role	100%	0%	0%
S4	In-role	89%	0%	11%
S5	In-role	89%	0%	11%
S7	In-role	89%	0%	11%
S10	In-role	89%	0%	11%
S11	In-role	89%	0%	11%
S13	In-role	89%	0%	11%
S16	In-role	89%	11%	0%
S17	In-role	89%	11%	0%
S18	In-role	89%	11%	0%
S35	In-role	89%	0%	11%
S36	In-role	89%	0%	11%
S40	In-role	89%	11%	0%
S2	In-role	67%	22%	11%
S27	In-role	67%	22%	11%
S37	In-role	67%	11%	22%
S39	In-role	56%	22%	22%
S38	In-role	44%	22%	33%

Appendix M: Behavior Classification (Extra-Role) - Managers

Item	Type	Agree	Disagree	Not sure
S25	Extra-role	100%	0%	0%
S22	Extra-role	89%	11%	0%
S24	Extra-role	89%	11%	0%
S28	Extra-role	89%	11%	0%
S29	Extra-role	89%	11%	0%
S30	Extra-role	89%	11%	0%
S20	Extra-role	78%	11%	11%
S21	Extra-role	78%	0%	22%
S23	Extra-role	78%	11%	11%

Appendix N: Behavior Classification (Extra-Role) - FLEs

Item	Type	Agree	Disagree	Not sure
S30	Extra-role	89%	0%	11%
S29	Extra-role	78%	11%	11%
S28	Extra-role	67%	11%	22%
S22	Extra-role	56%	33%	11%
S23	Extra-role	56%	33%	11%
S21	Extra-role	44%	33%	22%
S25	Extra-role	44%	22%	33%
S20	Extra-role	33%	33%	33%
S24	Extra-role	33%	33%	33%