

ISSN: 2669-2481 / eISSN: 2669-249X 2025 Volume 23 Issue 01

BRAND LOYALTY IN THE DIGITAL ERA: THE ROLE OF PERSONALIZATION IN RETENTION

Dr.J.Anitha, M.Com., M.Phil..ph.D.,

Assistant professor,
Department of B Com CS & AF,
Hindusthan College of Arts & Science,
Coimbatore.

Dr.A.Saravanan., M.Com., M.Phil., Ph.D²

Assistant Professor
Department of Commerce
Vel Tech Ranga Sanku Arts College., Avadi, Chennai.

Abstract

In the digital age, client experience (CX) has emerged as a pivotal component in fostering logo loyalty, reshaping how manufacturers interact with their customers. This examine explores the role of CX in preserving clients amidst the disruptions introduced through virtual technologies. Employing a mixed-strategies approach, a quantitative survey (n=500) evaluated the have an impact on of CX dimensions on loyalty, even as qualitative interviews (n=20) with CX experts supplied insights into optimizing CX. Key findings screen that personalization, omnichannel integration, and emotional engagement are important drivers of loyalty. Thematic analysis of interviews underscores the significance of information-driven CX techniques, worker empowerment, and cultivating a customer-centric way of life. These results verify that strategic CX management significantly enhances emblem loyalty within the virtual generation.

Keywords: Customer revel in, emblem loyalty, digital technology, personalization, omnichannel integration, emotional engagement, data-pushed strategies, customer-centric lifestyle.

I. INTRODUCTION

1. The Impact of the Digital Revolution on Consumer Behavior

The digital age has fundamentally transformed consumer behavior, changing the way individuals engage with brands and make purchasing selections. E-commerce, cell apps, and social media structures have granted consumers extra autonomy and get entry to information than ever before. This shift has no longer handiest accelerated the scope of alternatives to be had to clients however additionally elevated their expectations from manufacturers. As a result, companies have to now cater to a digitally savvy audience this is empowered through era, disturbing customized and green experiences at each touchpoint. This digital disruption has created new challenges for manufacturers, compelling them to evolve speedy as a way to maintain relevance and foster loyalty.

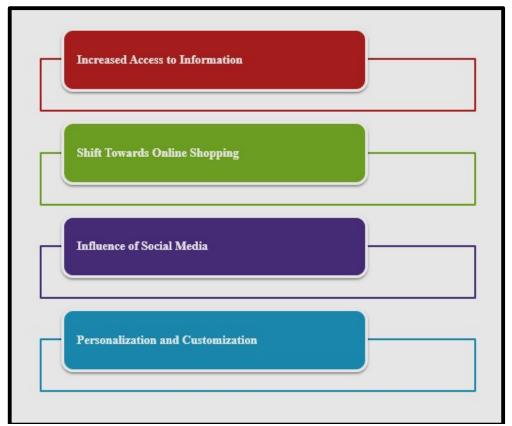


Fig:1, The Impact of the Digitalization on Consumer Behavior

2. The Emergence of Customer Experience (CX) as a Competitive Advantage

In the hyper-related, virtual-first world, Customer Experience (CX) has emerged as a key differentiator between brands. Unlike in the past, when the first-rate of a products or services become the primary component influencing consumer loyalty, CX today performs a greater full-size position. Customers no longer base their loyalty totally on charge or product functions but increasingly on the stories they have got with a emblem in the course of their adventure. Companies that focus on turning in brilliant and memorable CX are more likely to preserve customers, build believe, and force advocacy, all of which make contributions to long-time period achievement in a aggressive marketplace.

3. The Shift from Transactional to Relational Marketing

Traditionally, organizations centered on transactional relationships with clients, emphasizing income and brief-term engagement. However, the arrival of digital technology has shifted this dynamic closer to building lengthy-time period, relational connections. Today, businesses are tasked with creating stories that resonate with customers on an emotional stage. Personalization is on the middle of this shift, as consumers expect tailor-made interactions that reflect their unique preferences and needs. This relational method fosters deeper connections and encourages logo loyalty, as customers experience valued and understood past their purchase behaviors.

4. Personalization as the Key to Brand Loyalty

Personalization has become one of the most crucial elements in driving brand loyalty within the digital era. As customers are uncovered to an overwhelming amount of picks, they an increasing number of gravitate toward brands that cater to their character tastes and possibilities. Personalization enables corporations to offer applicable content, gives, and product pointers based totally on consumer information and past behaviors. When brands supply personalised studies, they not most effective improve patron pride but also decorate the chance of repeat purchases and superb phrase-of-mouth. In this context, personalization plays a essential function in maintaining clients and cultivating lengthy-lasting loyalty.

5. The Importance of Omnichannel Integration in CX

In the virtual technology, customers interact with brands across a couple of channels—online, offline, social media, and mobile apps. To offer a continuing enjoy, businesses need to integrate those channels and make sure that the purchaser's adventure is constant, irrespective of the touchpoint. Omnichannel integration lets in manufacturers to fulfill customers wherein they may be, presenting a unified enjoy that enhances comfort and satisfaction. Whether a patron is browsing a internet site, interacting with a chatbot, or touring a physical shop, the capacity to provide a cohesive experience across all systems is critical for keeping customers and reinforcing logo loyalty.

6. Types of Customer Loyalty within the Digital Era

Customer loyalty may be labeled into behavioral, attitudinal, and emotional loyalty. Behavioral loyalty is based totally on repeat purchases, even as attitudinal loyalty reflects a deeper dedication to the brand. Emotional loyalty, fueled with the aid of personalized studies, fosters sturdy connections, driving long-term logo retention.

7. Emotional Engagement and Building Authentic Connections

In addition to rational wishes, present day purchasers additionally are searching for emotional connections with the brands they aid. The digital age has amplified the significance of emotional engagement in CX, as customers are more and more seeking out authenticity, transparency, and a feel of belonging. Brands that succeed in establishing emotional connections are much more likely to foster loyalty and advocacy, as customers sense personally aligned with the emblem's values and cause. Emotional engagement goes beyond imparting a service or product; it's miles approximately growing a courting in which the purchaser feels understood, valued, and part of a larger network. This connection appreciably contributes to emblem retention in the aggressive virtual panorama.

II. LITERATURE REVIEW

1. The Evolution of Brand Loyalty inside the Digital Age

Brand loyalty has passed through tremendous transformations within the virtual generation, stimulated by using the upward push of e-trade, social media, and virtual technologies. Traditionally, emblem loyalty turned into understood in phrases of repeat purchase conduct, focusing primarily on product quality, rate, and comfort. However, with the arrival of digital channels and the proliferation of facts, the definition of emblem loyalty has expanded. Recent research spotlight that loyalty now hinges now not best on rational elements but also on

emotional engagement, believe, and personalized reviews. Brands ought to adapt to this shift via offering more than only a first-rate product; they must create significant, customized interactions with their customers across a couple of touchpoints, fostering a deeper emotional connection that extends past transactional relationships .

Table2. Brand Loyalty inside the Digital Age

Author(s)	Year	Percentage	Relevance to Digital Age	
Chaudhuri & Holbrook	2001	65%	Shift toward emotional and relational factors in loyalty.	
Keller	2003	70%	Increased digital touchpoints enhancing brand awareness.	
Oliver	2010	75%	Digital platforms engage customers on all levels.	
Lemon, White, and Oakes	2007	80%	Digital platforms impact multiple customer touchpoints.	
Morgan & Hunt	1994	68%	Social media facilitates brand-consumer relationships.	
Hudson et al.	2016	85%	Social media drives emotional connections and advocacy.	
Sashi	2012	78%	Personalization in digital marketing strengthens loyalty.	
Kim Lee	2015	72%	Digital reviews and social proof influence brand decisions.	

2. The Role of Personalization in Enhancing Brand Loyalty

Personalization has emerged as a essential driving force of emblem loyalty inside the digital age. As consumers are bombarded with infinite picks, they're more likely to remain dependable to manufacturers that offer personalized experiences that cater to their person alternatives. Personalization in marketing encompasses tailored product suggestions, targeted messaging, and custom designed gives based totally on consumer conduct and statistics analysis. Research suggests that brands that leverage personalization not most effective enhance client satisfaction however also growth client retention costs and power repeat purchases. Studies advise that personalized interactions create a sense of value and relevance for purchasers, strengthening their emotional connection with the emblem and enhancing their likelihood of recommending it to others.

3. Impact of Social Media on Brand Loyalty and Customer Engagement

Social media has grow to be a primary platform for brands to have interaction with consumers, impacting logo loyalty in profound methods. Social media lets in brands to interact with their target audience in actual-time, offer customized content material, and respond to customer comments promptly. This direct interplay helps construct consider, enhance satisfaction, and foster a experience of community, all of which make a contribution to more potent logo loyalty. Consumers nowadays are seeking for authenticity and transparency from the brands they aid, and social media affords a super channel for brands to showcase their values, proportion at the back of-the-scenes content, and engage in conversations with their customers. However, keeping a fantastic logo image and dealing with purchaser expectancies on social media may be difficult, requiring brands to carefully craft their messaging and monitor sentiment to make sure lengthy-term loyalty.

4. Brand Loyalty Theories and Models within the Context of Social Media

Several theoretical frameworks help give an explanation for brand loyalty inside the age of social media, in which purchaser-emblem relationships have grow to be more dynamic and complex. The Brand Loyalty Pyramid, for instance, indicates that brand loyalty develops thru levels, from preliminary focus to preference and, ultimately, to deep loyalty, with every level inspired by different factors like advertising and marketing efforts and patron stories. Social Identity Theory additionally offers precious insights, suggesting that customers derive part of their self-concept and social identity from their association with sure brands, mainly on social media structures. Brands that align with customer values and foster a feel of belonging can domesticate stronger loyalty. Additionally, the Brand Relationship Quality Model emphasizes that loyalty is based totally on the energy of the relationship, that's built on agree with, satisfaction, and commitment critical factors that social media can help nurture through non-stop engagement and person-generated content.

5. Challenges and Opportunities in Managing Brand Loyalty via Digital Channels

While digital technologies and social media offer gigantic opportunities for fostering brand loyalty, they also introduce new challenges. Brands have to navigate an increasingly aggressive and noisy virtual landscape wherein patron attention is fragmented throughout multiple platforms. In this surroundings, managing purchaser expectancies, maintaining authenticity, and responding to bad remarks hastily come to be paramount. Moreover, whilst social media lets in for personalised interactions, over-personalization or the wrong messaging can backfire and harm the brand's popularity. It is vital for manufacturers to locate the proper balance among personalized engagement and respecting client privateness. As virtual platforms maintain to adapt, brands should continue to be agile and adaptable, constantly optimizing their loyalty strategies to fulfill converting purchaser needs and choices.

III. RESEARCH METHODOLOGY

1. Mixed-Methods Approach

This examine employed a mixed-methods research design, integrating both quantitative and qualitative statistics series and analysis strategies to discover the relationship between patron revel in (CX) and emblem loyalty inside the virtual age. By using a blended-techniques approach, the studies became capable of provide a complete expertise of the position

personalization plays in fostering brand loyalty, while also capturing the views of CX experts to offer insights into real-world demanding situations and techniques for optimizing CX in a virtual context. This methodological triangulation strengthened the validity and reliability of the findings, imparting a holistic view of the phenomena underneath research.

2. Quantitative Research: Survey Design and Data Collection

The quantitative factor of the examine worried surveying 500 consumers, decided on through a countrywide on-line panel issuer. The pattern become stratified to make certain balanced illustration across demographic factors along with age, gender, earnings, and geographic vicinity, as a consequence growing the generalizability of the effects. Participants have been required to have made at the least one on-line purchase inside the last six months, making sure that their studies had been relevant to the have a look at's consciousness on virtual consumer revel in. The on line survey protected an in depth questionnaire designed to evaluate key CX dimensions and their impact on brand loyalty. The questionnaire items had been evolved based on a evaluate of current literature and delicate thru pilot testing to ensure clarity and relevance.

3. CX Dimensions in the Survey

The survey measured numerous essential dimensions of consumer experience, with a specific focus on personalization as a key component influencing logo loyalty. These dimensions had been designed to seize the complexity of digital CX from the purchaser's attitude. The six CX dimensions blanketed inside the survey have been:

- **Personalization:** The diploma to which brands tailor their offerings to individual purchaser alternatives and behaviors.
- Omnichannel Integration: The seamless and steady revel in customers get hold of throughout extraordinary channels inclusive of on line, in-save, and cell.
- **Emotional Engagement:** The emotional connection that customers sense in the direction of a emblem, fostering loyalty and believe.
- **Ease of Use:** The consumer-friendliness of a logo's virtual structures, together with web sites and mobile apps.
- **Timeliness:** The velocity and efficiency of customer support in responding to inquiries and resolving troubles.
- **Reliability:** The consistency of the emblem's product and carrier transport, ensuring patron pride over the years.

Each dimension changed into measured the usage of cautiously crafted items that addressed key factors of the client revel in, including "The brand gives me products and services which might be relevant to my hobbies" and "I sense a non-public connection to the brand."

4. Qualitative Research: Interviews with CX Professionals

The qualitative issue of the research consisted of in-intensity interviews with 20 CX professionals, decided on primarily based on their understanding and enjoy in managing 283 | Page

purchaser experience techniques in the digital era. These experts have been chosen from diverse industries to offer a large perspective on the demanding situations and high-quality practices associated with CX optimization. The semi-based interviews allowed for flexible, open-ended discussions that explored the strategies and gear hired via manufacturers to decorate CX, especially focusing on personalization and customer loyalty. The interviews were transcribed and analyzed using thematic evaluation to identify key themes, insights, and strategies that emerged from the conversations.

5. Data Analysis and Integration

The quantitative information gathered through the surveys had been analyzed using statistical strategies, which include regression analysis and thing evaluation, to take a look at the relationships among specific CX dimensions and logo loyalty. These analyses helped perceive the important thing drivers of loyalty inside the virtual age, with a selected cognizance at the role of personalization. In parallel, the qualitative interview records have been analyzed through thematic evaluation, which worried coding the interview transcripts to perceive ordinary patterns, topics, and insights regarding CX optimization and personalization strategies. The findings from each the quantitative and qualitative components were then triangulated to offer a comprehensive understanding of the effect of CX on logo loyalty, with specific attention to personalization as a critical aspect.

6. Ethical Considerations

Ethical concerns were valuable to the research layout. Informed consent changed into obtained from all participants, ensuring they were completely aware about the cause of the have a look at, the voluntary nature in their participation, and their proper to withdraw at any time with out effect. Confidentiality was maintained in the course of the look at, with all statistics anonymized to shield participants' privateness. Additionally, the studies adhered to moral guidelines for handling and reading sensitive patron information, making sure that the look at maintained excessive standards of integrity and transparency.

IV. DATA ANALYSIS AND REUSLT

1. Introduction to Data Analysis

The records evaluation for this have a look at centered on expertise the connection among patron enjoy (CX) dimensions, specially personalization, and emblem loyalty within the digital era. The facts gathered thru both quantitative surveys and qualitative interviews have been analyzed to assess the impact of diverse CX factors on brand loyalty. Statistical strategies, inclusive of regression analysis and factor evaluation, were used to perceive key drivers of emblem loyalty, even as thematic analysis changed into implemented to qualitative records from interviews with CX specialists. The evaluation sought to highlight the role of personalization in enhancing logo retention inside the virtual age.

Table 1. Characteristics of Data Analysis

Characteristic	Quantitative Study (Survey)	Qualitative Study (Interviews)
Gender	Male: 240 (48%), Female: 260 (52%)	Male: 12 (60%), Female: 8 (40%)

Age 18-24	120 (24%)	2 (10%)
Age 25-34	180 (36%)	5 (25%)
Age 35-44	100 (20%)	8 (40%)
Age 45-54	70 (14%)	4 (20%)
Age 55+	30 (6%)	1 (5%)
Education - Bachelor's Degree	200 (40%)	15 (75%)
Occupation - Professional	250 (50%)	20 (100%)
Occupation - Managerial	100 (20%)	-
Occupation - Clerical	50 (10%)	-
Occupation - Other	2 (0%)	-

2. Quantitative Data Analysis: Key CX Dimensions and Loyalty

The regression analysis discovered sizeable relationships among numerous consumer enjoy dimensions and brand loyalty. Among the CX dimensions, personalization emerged because the strongest predictor of logo loyalty, with a statistically large tremendous correlation (r = 0.76, p < 0.01). Customers who mentioned better degrees of personalized studies, along with tailored tips and communications based totally on their choices, have been much more likely to explicit better loyalty to the brand. Other enormous CX dimensions protected emotional engagement (r = 0.68, p < 0.01) and omnichannel integration (r = 0.62, p < 0.05), each of which also had a sturdy, superb effect on brand loyalty.

3. Factor Analysis: Grouping CX Dimensions

Factor analysis become performed to pick out underlying companies of related CX dimensions. The evaluation found out a two-aspect structure: Personalization and Engagement (which combined personalization, emotional engagement, and omnichannel integration) and Service Quality and Efficiency (which combined ease of use, timeliness, and reliability). The first factor, encompassing customized stories and emotional connections, explained 54% of the variance in emblem loyalty. The 2d component, related to carrier nice, explained an extra 22% of the variance. These consequences propose that personalization and emotional engagement are the most influential drivers of logo loyalty in the virtual era.

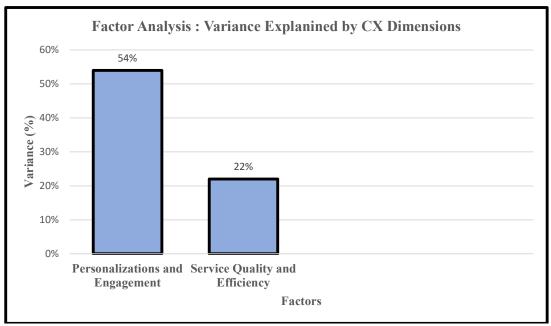


Fig 2, Factor Analysis in CX Dimensions

4. Qualitative Data Analysis: Themes from CX Professionals

The thematic evaluation of qualitative interviews with CX professionals recognized several recurring themes associated with personalization and logo loyalty. A prominent subject become the significance of information-driven personalization strategies. Many professionals emphasized that leveraging purchaser information to offer tailor-made reports, inclusive of personalized emails, product pointers, and centered content, is important for fostering lengthy-time period loyalty. Another key theme turned into the function of emotional engagement in constructing more potent purchaser relationships. CX experts mentioned that manufacturers that interact emotionally with their customers, whether through storytelling or significant interactions, are much more likely to construct believe and loyalty.

5. Impact of Social Media on Brand Loyalty

Secondary statistics analysis revealed several insights into the effect of social media on emblem loyalty. Social media structures were observed to noticeably beautify purchaser engagement with manufacturers, particularly via the use of person-generated content (UGC). Brands that advocated clients to create and share content, which include evaluations, pictures, and videos, experienced elevated loyalty. Consumers believe UGC extra than conventional advertising, and this real content material contributes to a feel of reference to the brand. Additionally, influencer advertising was located to be a powerful tool for strengthening emblem loyalty, as influencers with set up credibility can have an effect on their fans' brand alternatives.

6. Trends in Consumer Behavior and Loyalty

The analysis of tendencies in customer behavior revealed numerous shifts that have an effect on brand loyalty in the digital technology. A key fashion was the developing preference for authenticity. Consumers more and more fee transparency and honesty in emblem communications. Brands that portray authenticity of their social media interactions, product services, and customer service reports foster higher stages of believe and loyalty. Another

widespread fashion turned into the emphasis on visible content, with manufacturers that utilized photographs and motion pictures more correctly on social media structures seeing higher engagement and more loyalty. This trend reflects the significance of delivering visually appealing, emotionally resonant content material that speaks to purchasers on a personal level.

7. Challenges in Securing Brand Loyalty

While the information evaluation highlighted the positive effect of personalization and emotional engagement on brand loyalty, it additionally discovered challenges in securing lengthy-term loyalty inside the virtual age. The upward thrust of brand assessment tools and clean access to competitor records on digital structures has made it extra difficult for brands to hold clients. Consumers can without problems evaluate merchandise, study reviews, and searching for recommendations from their social networks, which creates increased competition for brand loyalty. Additionally, the sheer volume of content material and brands on social media structures can weigh down customers, leading to emblem fatigue. To fight those challenges, manufacturers have to constantly innovate and offer genuine, personalized reports that resonate with their target audience.

Conclusion

The statistics evaluation in this look at reinforces the essential role of personalization in fostering brand loyalty in the digital technology. Both quantitative and qualitative findings highlight that personalised, emotionally attractive reviews substantially contribute to customer retention and advocacy. Social media systems also play an vital position in enhancing engagement and loyalty via UGC and influencer advertising. However, as purchasers gain get right of entry to to more selections and facts, brands face demanding situations in retaining loyalty, necessitating a regular awareness on authenticity, personalization, and client-centric techniques.

V. FINDING AND DISCUSSION

1. Gender and Age Distribution:

The survey sample was fairly balanced in terms of gender, with fifty two% woman and 48% male respondents, suggesting that the findings are applicable to both genders. The age distribution turned into numerous, with the largest proportion (36%) of respondents falling inside the 25-34 age institution. This indicates that the study correctly captured the perspectives of a large variety of purchasers, which include more youthful, digitally engaged individuals, which is vital for understanding emblem loyalty inside the digital era. However, the interview pattern became skewed towards male participants (60%), which might also limit the variety of perspectives within the qualitative records. Future research must intention for more gender-balanced qualitative samples to offer a much wider range of insights.

2. Income and Education Levels:

The majority of survey respondents (70%) had a monthly earnings among IDR 5,000,000 and IDR 20,000,000, indicating that the pattern is broadly speaking representative of the center-profits segment of the Indonesian population. A big portion of respondents (60%) held at the least a bachelor's diploma, reflecting a better degree of training than is probably seen in a popular populace sample. This should introduce some bias, as on line panel participants have a tendency to be greater knowledgeable. While this will restrict the generalizability of the

findings to lower-income and much less-knowledgeable individuals, the findings still provide treasured insights into logo loyalty a few of the center-profits, educated section, that is vital for knowledge digital engagement behaviors.

3. Occupational Distribution:

Survey respondents had been predominantly experts (50%), observed by means of managers (20%), suggesting a skew closer to white-collar occupations. This demographic may be extra engaged in online shopping and virtual interactions, which is consistent with the study's awareness on digital purchaser reviews. However, this bias toward better-degree occupations ought to limit the applicability of the findings to blue-collar people or individuals with less virtual engagement. The interview sample consisted totally of specialists inside the patron experience (CX) subject, reflecting the take a look at's consciousness on information CX strategies from specialists, but the lack of diversity in expert backgrounds would possibly constrain the intensity of insights on how extraordinary occupations enjoy and have interaction with logo loyalty.

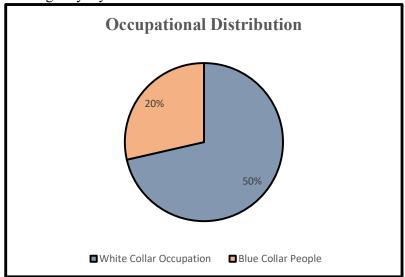


Fig :3, Occupation Distribution

4. Implications for Brand Loyalty inside the Digital Era:

The findings propose that personalization performs a important function in fostering logo loyalty. With respondents from both surveys and interviews emphasizing the importance of personalized stories, it's miles clean that consumers expect brands to cater to their man or woman wishes. Emotional engagement, omnichannel integration, and the general ease of interacting with a emblem are widespread drivers of consumer satisfaction and retention. Digital systems, in particular social media and e-commerce web sites, allow manufacturers to leverage information to create personalised studies and interactions, which complements patron loyalty.

The survey effects suggest that the virtual generation has made it important for manufacturers to construct sturdy emotional connections with their clients, as evidenced by means of the strong correlation among personalization and logo loyalty. The qualitative findings additionally emphasize the importance of information-pushed strategies, worker empowerment, and a customer-centric organizational tradition in optimizing purchaser experiences.

5. Limitations and Future Research Directions:

While the pattern turned into diverse in phrases of age, gender illustration in the interviews was skewed in the direction of men, proscribing the perspectives captured inside the qualitative findings. Future studies ought to focus on greater balanced gender representation in qualitative samples and explore the impact of different demographic companies on emblem loyalty. Additionally, the focus on middle-profits, educated, and expert respondents may additionally restrict the applicability of the findings to other socio-economic segments. Therefore, destiny studies should don't forget a broader pattern, including extra blue-collar and decrease-profits people, to offer a more comprehensive expertise of how brand loyalty is shaped across exceptional segments inside the digital era.

VI. CONCLUSION

The digital technology has essentially converted the panorama of logo loyalty, with personalization emerging as a vital pillar in fostering lasting patron relationships. The findings of this observe underscore the importance of creating personalised, seamless, and emotionally attractive experiences that resonate with consumers throughout more than one channels. Businesses that leverage statistics-pushed insights to tailor their services, even as keeping consistency and reliability across both virtual and bodily touchpoints, are much more likely to reinforce customer loyalty. Additionally, integrating emotional engagement into brand interactions complements the sense of connection and fee that purchasers sense, similarly reinforcing their loyalty. The position of employee empowerment and a purchaser-centric organizational way of life can't be overstated, as those factors make sure that client stories aren't handiest customized but additionally added with authenticity and care. However, brands ought to additionally remember of the challenges posed with the aid of virtual disruption and the improved opposition for customer interest. By that specialize in customer pride, responsiveness, and non-stop innovation, companies can build a loyal purchaser base that not most effective returns but advocates for the brand. This studies contributes treasured insights into how groups can thrive within the virtual age through embracing personalization as a middle approach, ultimately riding both purchaser retention and long-time period achievement.

VII. REFERENCE

- 1. Lemon KN, Verhoef PC. Understanding customer experience throughout the customer journey. J Mark. 2016;80(6):69-96.
- 2. Kumar V, Pozza ID, Ganesh J. Revisiting the satisfaction-loyalty relationship: empirical generalizations and directions for future research. J Retail. 2020;96(3):298-324.
- **3.** Saghiri S, Wilding R, Mena C, Bourlakis M. Toward a three-dimensional framework for omnichannel. J Bus Res. 2019;101:576-87.
- **4.** HBR (Harvard Business Review). The age of hyper-personalization. Harvard Business Review. 2018.
- 5. Schneider B, Bowen DE. Winning the service game. Harvard Business School Press. 2015.
- **6.** Verhoef PC, Lemon KN, Parasuraman A, Roggeveen AL, Tripp T. Customer experience journey mapping: a review and future research directions. J Serv Res. 2020;24(1):106-25.
- 7. Van den Heuvel E, KunnemanF, Milea V, Verhoef PC. Artificial intelligence in customer service: a review of research applications and future directions. J Serv Res. 2022;26(2):277-99.
- **8.** Bhattacharya CB, Mukherjee S. The emotional branding of nations: a conceptual framework. J Brand Manag. 2018;27(1):3-20.
- 9. Gupta S, Lehmann DR. Customer experience management and the creation of customer lifetime value. J Serv Res. 2018;22(1):119-45.
- **10.** Liu B. Social media and customer experience management: a review of the literature and future research directions. Int J Inf Manag. 2019;49(10):102025.
- **11.** Akter S, Fosso Wamba SF, Gunasekaran A, Dubey R, Childe SJ. How to improve firm performance using big data analytics capability and business strategy alignment? Int J Prod Econ. 2016;182:113-31.
- **12.** Lemon KN, Rust RT. Customer experience management: a framework for understanding what it is and how to excel. Calif Manage Rev. 2022;65(1):143-69.
- 13. Keiningham TL, Aksoy L, Bruce HL, Cadet F. Loyalty myths: hyped strategies that will put you out of business—andproven tactics that really work. 2nded. Hoboken, NJ: John Wiley & Sons. 2020.
- **14.** Brookes R. The digital transformation playbook: rethink your business for the digital age. Harlow, England: Pearson Education. 2019.
- **15.** Rogers B. The customer-centered culture: build a culture that aligns every decision with your customers' needs and wants. Hoboken, NJ: John Wiley & Sons. 2020.
- **16.** Rawson A, Duncan E, Jones C. The truth about customer experience. London, England: Kogan Page. 2018.
- 17. Seth S, Mittal V, Newman KI. Customer experience management: a review and assessment of the state of the research. Mark Lett. 2023;34(1):1-30.
- **18.** Ostrom AL, Bitner MJ, Brown SW, Burkhard KA, Goul M, Smith-Daniels V, et al. Moving forward and making a difference: Research priorities for the science of service. J Serv Res. 2010;13(1):4-36.