

DRIVING CUSTOMER ENGAGEMENT AND LOYALTY VIA CUSTOMER IDENTIFICATION IN HOSPITALITY INDUSTRY

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Abstract

Adopting social identity and congruity theories, this study proposes that value congruity (VC) drives consumer brand identification (CBI), affective brand commitment (ABC) and customer engagement (CE) directly, which results deeper relationship with hospitality brands indirectly (portrayed via customer loyalty/CL). Moreover CBI influences ABC, CE and CL. Conceptual model has been tested empirically by employing structural-equation-modelling method. Self-administered survey has been adopted to collect data from three hundred forty customers in hospitality industry (i.e., 4/5 star hotel brands) in India. Results reveal that VC has been the most illustrative antecedent of CBI, ABC and CE. Results also show that CBI acts as a key driver of ABC, CE and CL. This study offers implications to service marketing practitioners to help in their planning- and implementation- of enduring strategies for building CBI, CE and CL.

Keywords: *Value Congruity, Customer Engagement, Affective Brand Commitment, Consumer Brand Identification, Customer Loyalty, Hospitality Brands*

Introduction

In the past decade, customer engagement (CE), is defined as a consumer's resource-investment in her/his brand interactions (Hollebeek, Srivastava & Chen, 2019), has developed a key brand-management metric. As traditional-metrics like customer involvement- or -commitment provide vital insights, these factors fail to isolate the dynamics transpiring consumer-brand interactions, as CE does (Brodie, Hollebeek, Juric & Ilic, 2011; Harrigan, Evers, Miles & Daly, 2017; So, Wei & Martin, 2021). Consequently, CE

has been proclaimed as an important factor in developing consumer-based outcomes involving customer- attachment, trust, customer loyalty (CL), thus helps to differentiate firms in increasing sales growth-, competitive advantage-, referrals-, or stock returns (Kumar et al., 2019; Li, Teng & Chen, 2020; So, King, Hudson & Meng, 2017), therefore offers important benefits to service/brand managers. On the basis of such benefits, many works have examined CE within hospitality context, which is characterized by higher consumer-brand interactivity (Ahn & Back, 2019; So et al., 2021).

That is to say, CE-research has received impetus in current years (e.g., Hollebeek, Glynn & Brodie, 2014; So et al., 2021), as demonstrated by its enclosure in Marketing Science Institutes' *research priorities* since 2010 (MSI, 2010, 2020). Although, the increasing attention in CE, a scarcity of knowledge maps the inclusive body of empirical-based CE-research so far (Hollebeek et al., 2019; Kumar et al., 2019; So et al., 2021), revealing a crucial need to monitor this field. Second, extant research has stressed the need to explore CE across many other countries and contexts (e.g., Sheth, 2011; Odoom et al., 2017; So et al., 2021).

Like CE, the concept of customer brand identification (CBI) also generates a broad view about the progress of customer-brand-relationship (Bhattacharya & Sen, 2003; He, Li & Harris, 2012; Tuskej & Podnar, 2018). Companies are looking to develop strong and long-standing relationships with their customers through relationship-building strategies (Elbedweihy et al., 2016; Tuskej & Podnar, 2018; Raza et al., 2020). While, existing works offer vital insight about the CBI's process and related constructs, but, future research can still fill crucial gaps in such examination. First, regardless of CBI as an imperative driver of customer behaviour (Elbedweihy et al., 2016; Konu et al., 2020), studies recognize less insight regarding the CBI drivers (So, King, Sparks & Wang, 2013; Elbedweihy et al., 2016; Konu et al., 2020). To build strong and enduring relationships with customers, will stimulate their attitudes and behaviors with the brand, though, their motivations in developing lasting relationships remain un-explored (Elbedweihy et al., 2016; So et al., 2017; Raza et al., 2020). Second, future research can test how CBI and affective brand commitment (ABC) impact on customer loyalty or re-purchase behaviour (Tuskej, Golob & Podnar, 2013; Konu et al., 2020). Third, under-studied association between value congruence (VC) and CBI (Elbedweihy et al., 2016) VC and CE (Kumar, 2020) has also been evolved as a core issue in promoting and developing customer-brand relationship.

Finally, existing research has stressed more on service dominant logic (SDL) (e.g., Brodie et al., 2011; Hollebeek, Conduit & Brodie, 2017), or

social exchange theory (SET) (e.g., Harrigan et al., 2017) as under-pinning theoretical-groundwork to examine CE. Nevertheless, there exists a need to explore CE from other theoretical perspectives (e.g., Harrigan et al., 2017; So et al., 2021). In light of the stated gaps above, drawing on social identity theory (SIT) and self-congruity theory (SCT), this study develops and tests a conceptual-model, which examines the relationship between VC, CBI, ABC, CE and CL and would satisfy such gaps in the field of branding-, consumer behaviour- and hospitality.

Theoretical Background and Hypotheses Development

Value congruity or (VC) is defined as the match linked to customer's own personal values- and his/her perceptions of hotel-brand values (e.g., Zhang & Bloemer, 2011; Lee & Jeong, 2014). Self-congruity theory (SCT) describes value congruity, as a mental assessment which consumers generate regarding dissimilarity- or similarity- of firm/brand's values and their personal set of values (e.g., Johar & Sirgy, 1991; Kumar, 2020). Value congruity is in the control of brand-managers (for example, as a result of positioning and marketing activities), and can aid customers to satisfy his/her self-definitional needs (e.g., Tuskej et al., 2013). Value congruity foundational underpinning is also based on similarity attraction theory (SAT) (Byrne et al., 1967). SAT-informed lens describes people tend to sustain relationships with others who are similar to them. When value congruity transpires, customers likely to have most favourable attitudes with brand (i.e., hotel) compared to when congruity does not happen.

Studies have advocated value congruity as an important concept to develop and sustain long-lasting consumer-brand relationships with brand/firm (Usakli & Baloglu, 2011; Lee & Jeong, 2014). Values can significantly influence consumer-activities, and acts as vital variable among consumers and brands (Tuskej et al., 2013). Consumers tend to interact towards hotel brands, that help them to understand their self-values and self-beliefs, as such a match empowers their sense-of-self (e.g., Tuskej et al., 2013). As debated in SAT-informed perspective (Byrne et al., 1967), role of value congruity (Zhang & Bloemer, 2011) predicts customers likely to have enlarged hotel-brand attitudes and commitment with the brand, once customers acknowledge congruity between themselves and brand. Thus, following these arguments (see also Fig. 1), this study proposes:

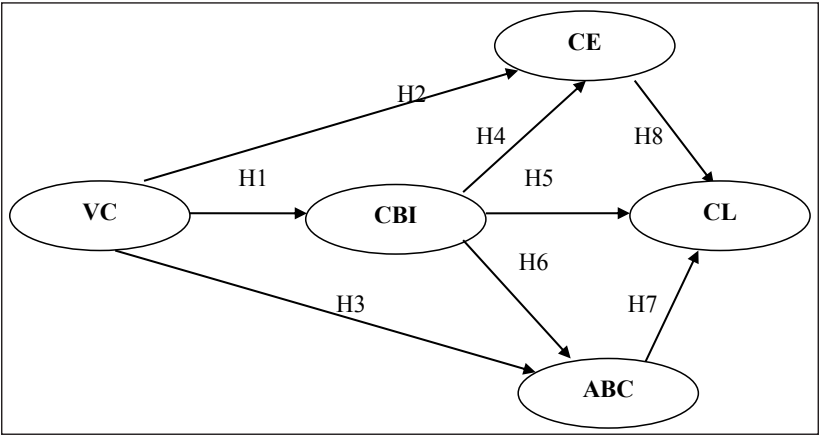


Fig. 1: The Conceptual Model

H1: VC positively affects CBI towards hotel brands.

H2: VC positively affects CE towards hotel brands.

H3: VC positively affects ABC towards hotel brands.

Social identity theory-informed lens offers the fundamental theoretical-foundation for CBI in marketing (e.g., Lam, Ahearne & Schillewaert, 2012; Elbedweihy et al., 2016). SIT- informed lens suggests that, individuals classify themselves in many social categories to aid their self-defnitional needs (Tajfel & Turner, 1979; Ahearne, Bhattacharya & Gruen, 2005; Rather, 2017; Konu et al., 2020). Hospitality contexts have been extensively applied branding-strategies to place their products (services) different from competitors (So et al., 2013; Shams et al., 2020a, b), stressing the particular significance of CBI in investigating customer-brand-relationships. CBI is defined as an important, but under-utilized construct in hospitality industry (e.g., Martínez & Rodríguez del Bosque, 2013). CBI reveals a strong psychological connection which is indicative for future behaviour (e.g., So et al., 2013). Since theoretical models have anticipated CBI’s positive impact on CE (Van Doorn et al., 2010 Elbedweihy et al., 2016), empirical-based confirmation of such association remains very scant so-far (Romero, 2017; Rather, 2018a, b; Tuskej & Podnar, 2018; Büyükdag & Kitapci 2021). Thus, CBI could be an essential driver of CE (Van Doorn et al., 2010; Romero, 2017; Tuskej &

Podnar, 2018). Customers, who identify with a firm/brand, would likely to stimulate engagement towards the focal brand (Büyükdağ & Kitapci, 2021).

Studies concerning CBI and CL have been in-consistent to-date (So et al., 2013; Elbedweihy et al., 2016; Konu et al., 2020; Büyükdağ & Kitapci 2021). The service brands may act a catalyst of *social-identity* expression, and customers might identify with brand, which they perceive to match his/her self-concept (Elbedweihy et al., 2016; Hollebeek & Rather, 2019). It is because of this, consumers satisfy their self-definitional or (verification) needs, which consequently enhances their attitudes (or behaviours) with the brand (Elbedweihy et al., 2016; Tuskej & Podnar, 2018; Büyükdağ & Kitapci 2021). Su et al. (2016) establish that, higher shared values between service-brands and their consumers persuade commitment with brand. Further, social identity could affect person's perceptions-, evaluations-, cognitions-, and consumer's strong identification with brand can lead to increased customer-based outcomes, like higher CL, commitment, and re-purchase intent (e.g., So et al., 2013; Konu et al., 2020). Based on these suggestions, this study proposes:

H4: CBI positively impacts CE towards hotel brands.

H5: CBI positively impacts CL towards hotel brands.

H6: CBI positively impacts ABC towards hotel brands.

Affective brand commitment is an emotional variable, cultivates during personal involvement that a customer has with brand results in higher degree of loyalty and commitment (Fullerton, 2003; Konu et al., 2020). For example, Ruyter et al., (2001) found that, higher the consumer's affective brand commitment, higher is the CL with brand-suppliers in high-tech industries. Fullerton (2003) in its experimental study argued that, more the consumer's affective- commitment, greater customers were willing to pay- and lower- are their switching- intents. Wu et al. (2011) contend that affective commitment results in increased customer's loyalty within mobile communication context. Recently Konu et al. (2020) and Koo et al. (2020) revealed that, affective commitment is restrained as a key driver of CL with service brands. Considering these arguments, following hypothesis as:

H7: ABC positively impacts CL towards hotel brands.

Many calls exist to develop/test frameworks that would examine the relationship between CE and other related constructs in nomological network (e.g., Harrigan et al., 2017; MSI, 2020; So et al., 2021). Specifically, CE's effect on loyalty advocates a critical verification of engagement's true marketing impact (Hollebeek et al., 2014; Kumar, 2020). CL reveals a customers' positive attitude towards offering/brand, or repeat buying behaviour (Liu et al., 2012; Harrigan et al., 2017). While, theoretical-models have suggested CE's positive-effect on CL Vivek et al., 2012, 2014; (Li et al., 2020), empirical-based corroboration of this link remains sparse to-date (Harrigan et al., 2017; So et al., 2020). Hotel-customers who engage with brand/offering are inclined to develop positive-attitudes more immediately vs. consumers who are not engaged (Harrigan et al., 2017; So et al., 2014, 2020). These attitudes are likely favorable to strengthen loyalty or re-patronage intent. Following the above arguments, next hypothesise as:

H8: CE positively impacts CL towards hotel brands.

H9: CBI mediates the association between VC and CE (H9a); VC and ABC (H9b) and VC and CL (H9c) towards hotel brands.

Research Methodology

Sampling and Data Collection

Self-administered survey has been adopted to collect data from customers staying in five- and four- star hotels in cities and/or locations including Gulmarg, Srinagar Pahalgam, Amritsar, and Jammu, India in January-2020. The population has been confined to those respondents only, who had stayed at-least once at these hotels. The hospitality industry was chosen for many reasons. First, the hospitality literature has extensively acknowledged CE/CBI benefits (e.g., So et al., 2013, Romero, 2017; So et al., 2020). Second, hospitality consumption shares several key characteristics of services including intangibility, variability, and perishability (Ahn & Back, 2019). Lacking sampling frame- and consistent with existing works (e.g., Martinez & Rodriguez del Bosque, 2013; Ahn & Back, 2019), a nonprobability, convenience sampling technique has been adopted to select respondents for this study. The questionnaires were distributed to 500 respondents, out of which 340 were returned back and considered fit for investigation, demonstrating 68% response rate. Demographic profile of respondents shows that, 55% were male and 45% were female (see Table 1).

Table 1: Respondents Demographic Profile

Demographics	Percentage		%
Gender		Occupation	
Male	55	Business	27
Female	45	Service	16
Age (years)		Professional	35
20 – 30	20	Others	22
31 – 40	37		
41 – 50	28		
Above 51	15		
Hotel Brand			
Four Star	66		
Five Star	34		

Measurement Items

Customer engagement was adopted from 10-item scale based on (Hollebeek et al., 2014). Value congruity was gauged from Lee and Jeong (2014) research. Affective brand commitment was measured from Tuskej et al. (2013) and Vivek et al. (2014) studies. CBI was measured from Tuskej et al. (2013) and Romero (2017) research. Finally, CL was modified from So et al.’s (2013, 2014). Survey items were measured on a 7-point Likert scale, 7 = strongly agree; and 1 = strongly disagree (Appendix).

Analysis and Results

Measurement Model

Following, Anderson and Gerbing’s (1988) study, data analysis has been conducted in two stages. First, confirmatory factor analysis (or CFA) has been performed to test the of measurement model’s goodness of fitness; reliability; and validity. The model fit indices achieved from confirmatory factor analysis: $\chi^2 = 577.474$, $df = 197$, $\chi^2/df = 2.931$, $NFI = 0.95$; $TLI = 0.93$; $CFI = 0.94$; $RMSEA = 0.073$; $GFI = 0.91$; $SRMR = 0.47$, revealing an acceptable model fit (e.g., Hair et al., 2010; So et al., 2021). Results are presented in Table 2.

Reliability and Validity Testing

The reliability scores has been more than cut-off level of 0.70 (e.g., Fornell & Larcker, 1981; Hair et al., 2010), verifying satisfactory internal-consistency of scale items. Further, based on Fornell and Larcker’s (1981)

research convergent-validity has been established. A standard factor loadings scores for all measurement-items have been more-than 0.70 ($p < 0.001$) (see Table 2). Also, all average variance extracted (AVE) values were greater than cutt-off value of .50, representing convergent validity (see Table 3). Furthermore, square root of AVE estimates for each factor has been above the correlations of all other factors, suggesting discriminant validity confirmation (see Table 3).

Table 2: Confirmatory Factor Analysis

Measurement Items	SL	M	SD	SMC
VC1	0.90	4.44	1.14	0.71
VC2	0.92	4.45	1.21	0.80
VC3	0.73	4.88	1.41	0.63
VC4	0.88	4.43	1.24	0.80
CBI1	0.82	3.12	1.46	0.64
CBI2	0.86	3.78	1.42	0.73
CBI3	0.91	4.02	1.32	0.81
CBI4	0.88	4.35	1.11	0.71
AFE1	0.90	5.01	1.19	0.74
AFE2	0.92	4.93	1.22	0.78
AFE3	0.86	4.85	1.20	0.67
AFE4	0.91	4.92	1.13	0.79
CGE1	0.88	4.21	1.09	0.83
CGE2	0.91	4.32	1.12	0.65
CGE3	0.84	4.33	1.10	0.54
BEE1	0.90	4.05	1.05	0.64
BEE1	0.88	4.65	1.23	0.76
ABC1	0.86	4.67	1.24	0.73
ABC2	0.74	4.79	1.11	0.47
ABC3	0.91	4.56	1.26	0.84
ABC4	0.83	4.54	1.24	0.70
CL1	0.92	5.01	1.23	0.73
CL2	0.90	5.05	1.28	0.59
CL3	0.87	4.97	1.12	0.75
CL4	0.90	4.03	1.17	0.78

SL = standard loadings, SD = standard deviation, M = mean, SMC = squared multiple correlation.

Table 3: Reliability and Discriminant Validity

Construct	α	CR	AVE	1	2	3	4	5
1. CL	0.95	0.951	0.765	0.875				
2. CBI	0.91	0.914	0.728	0.797	0.856			
3. ABC	0.92	0.928	0.765	0.823	0.829	0.876		
4. CE	0.95	0.950	0.827	0.846	0.798	0.859	0.889	
5. VC	0.92	0.944	0.810	0.808	0.643	0.713	0.720	0.890

α = Cronbach's alpha, AVE = average variance extracted, CR = construct reliability; Bold diagonal factors are the square root AVE between factors and its measures. Off diagonal factors are the correlations between the study factors.

Structural Equation Model

Secondly, study model has been assessed adopting structural equation model (SEM). The overall structural model fitness indices attained: $\chi^2 = 607.208$, $df = 197$, $\chi^2/df = 3.82$, $TLI = .94$, $CFI = .93$, $NFI = .93$, $GFI = .90$, $RMSEA = .077$, and $SRMR = .061$ signify reasonable model fit. This study found significant- and positive impact of value congruity on customer brand identification ($\beta = .67$; $p < .001$), followed by customer engagement ($\beta = .35$; $p < .001$) and affective brand commitment ($\beta = .29$; $p < .001$), which supporting H1/H2/H3.

The H4-, H5- and H6- have been performed to examine the effect of customer brand identification on customer engagement ($\beta = .57$; $p < .001$), customer brand identification on loyalty ($\beta = .27$; $p < .001$), and customer brand identification on affective brand commitment ($\beta = .65$; $p < .001$), thereby supports these three hypotheses also. The H7 has been carried out to examine the effect of affective brand commitment on loyalty ($\beta = .21$, $p < .01$) thereby supports H7. Finally, H8 has been performed to examine the effect of customer engagement on loyalty ($\beta = .45$; $p < .001$) hence supports H8 (refer to Table 4).

Table 4: SEM- Results

Hypotheses	Relationships	β	R^2	T Value	Result
H1	VC \rightarrow CBI	0.67***	0.45	13.67	Supported
H2	VC \rightarrow CE	0.35***	0.71	7.47	Supported
H3	VC \rightarrow ABC	0.29***	0.75	6.28	Supported
H4	CBI \rightarrow CE	0.57***	0.71	10.89	Supported
H5	CBI \rightarrow CL	0.27***	0.78	3.92	Supported
H6	CBI \rightarrow ABC	0.65***	0.75	12.49	Supported
H7	ABC \rightarrow CL	0.21*	0.78	2.69	Supported
H8	CE \rightarrow CL	0.45***	0.78	6.47	Supported

* = 0.01, ** = 0.05, *** 0.001

Mediation Effects

To examine the mediating effect of customer brand identification, this research assessed the direct-, indirect- and total effects. In order to test the mediation, the present research adopts the Zhao et al.'s (2010) suggestions, which carried out a full analysis of covariance structural model using bootstrap technique. This study tested the effects of an independent variable (value congruity) on dependent variables (customer engagement, affective

brand commitment and loyalty) through mediator (value congruity). Findings indicate that, value congruity with hotel service provider has a significant indirect effect on (CE, $\beta = .37$, $p < .001$; ABC, $\beta = .44$, $p < .001$ and CL, $\beta = .66$, $p < .001$) via CBI. Therefore, hotel-VC activities and practices can generate CE, commitment and loyalty directly and indirectly via CBI, supporting H9a/H9b/H9c (see Table 5).

Table 5: Mediation Testing

Relationship		Direct Effects	Total Effects	Indirect Effects
H9a:	VC → CBI → CE	0.353***	0.731***	0.378
H9b:	VC → CBI → ABC	0.288***	0.719***	0.431
H9c:	VC → CBI → CL	0.000***	0.663***	0.663

* = 0.01, ** = 0.05, *** 0.001

Discussion and Implications

This research contributes to extant hospitality (marketing) literature by developing our insights about the impact of value congruity as a key driver for customer brand identification, customer engagement and affective brand commitment in hospitality brand contexts. Further this research contributes to the role of customer brand identification in increasing the customer engagement, affective brand commitment, and customer loyalty. Third, this study adds towards the effect of customer engagement and affective brand commitment in building customer loyalty. Finally, this study contributes to mediating effect of customer brand identification on proposed associations in hotel contexts.

First, theoretically, the study’s model provides a stride to understand the role of value congruity in effecting CBI, CE, ABC, which predominantly remains un-explored in literature so far. Second, since existing research has investigated CE typically from SDL or relationship-marketing perspectives (e.g., Brodie et al., 2011; Vargo & Lusch, 2017; Li et al., 2020), this research used SCT-informed lens of CE offers extra theoretical insight of this conceptual relationship. Third, since the significance of value congruity effects have been accredited in past studies including healthcare (Erkutlu & Chafra, 2016) retail (Zhang & Bloemer, 2011), and/or online brand communities (Lee & Jeong, 2014), the role of congruity-theory in hospitality remained un-explored to-date, as thus explored in this study.

Fourth, from theoretical perspectives, this paper also contributes towards the rising research about the association between customer and brand (hotel) (Tuskej et al., 2013; Elbedweihiy et al., 2016; So et al., 2017; Konu et al., 2020; Büyükdag & Kitapci, 2021) by empirically investigating the links between the proposed associations. This research empirically uncovers the importance of CBI as a psychological-process that aids in improvement of committed- and deep- relationships with brands/offerings. Thus, SIT-informed perspective serves as a lens to explore CBI (Elbedweihiy et al., 2016; So et al., 2017). In addition, SIT-informed perspective has been extensively used in service/hospitality research and acts as a supporting theory to examine CBI and customer behaviour. Thus, CBI reinforces affective-commitment, CE, and CL; coherent with research studies of Tuskej et al. (2013) and Elbedweihiy et al. (2016). Finally, the study also adds to CE/CBI-literature by conducting empirical work in a developing/emerging context, thereby offering an initial insight of hospitality/hotel brand based CE/CBI in an emerging context (e.g., Kumar et al., 2019).

This research also offers key insights for CE/CL for generating managerial choices in building long-standing customer-brand relationships. While stated by Brodie et al. (2011, 2013) and So et al. (2021), CE should stress on brand-management strategies (directives) in current interactive and dynamic ecosystems. The empirical findings suggest that, by stressing on key aspects that effect CBI, brand (hotel) managers can attain some desired outcomes like CE, affective commitment and loyalty or re-purchase/re-visit intent towards hospitality brands. Second, hotel-brand managers need to know the values, which are believed to be essential to their target customers. Marketing activities (a) take initiatives to build hotel-brand most appealing to target consumers in satisfying their self-definitional needs (b) to communicate hotel brand's values that appeal to- and are articulated with consumer's values. Therefore, hotel-brand managers need to constantly screen perceived values of hotel-brand and values of customers to examine if an overlap exists between them. This can occur by promoting interactions between hotel-brand and focal customers via multiple approaches- owing to both virtual- and physical- brand communities, or from event-marketing to product co-creation, (Stokburger-Sauer et al., 2012; Elbedweihiy et al., 2016; Tuskej & Podnar, 2018).

Finally, the study revealing that, highly engaged and identified customers are expected to more loyal with the brand. Nowadays managers face mounting challenges in developing customer's loyalty. The study findings advocate the implementation of a managerial-CE orientation to build and sustain loyalty (e.g., Hollebeek et al., 2019; So et al., 2021). Customer loyalty, therefore adds towards the growth and survival of brand/firm (e.g., Reichheld, 1996). Customer-loyalty effects both in short-term, since loyal customers; likely to purchase most regularly, and long-term, as brands/firms obtain new customers thanks to their consumers' advocacy- and constructive-comments those customers make (e.g., Reichheld, 1996; Hollebeek et al., 2014).

Limitations and Further Research

Although, this research provides many helpful insights, still there exist some limitations. For instance, this study adopted cross sectional research design, thus, the future scholars could employ a longitudinal research design. Second, future works can also test our anticipated model by adopting different methodologies. Third, authors can reproduce the findings of the present study in other contexts of including tourism, retail, education etc. Finally, many other theoretical perspectives could be adopted to study constructs, apart from SIT and SCT, including social exchange theory, social resource theory and social practice theory and among others in context of hospitality brands.

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Appendix

Customer engagement (CE)

Affective engagement (AFE)

I feel good when I visit this hotel

I feel very positive when I visit this hotel

Visiting this hotel makes me happy

I'm proud to visit this hotel

Cognitive engagement (CGE)

Visiting this hotel stimulates my interest to learn more about it

Visiting this hotel gets me to think about it

I think about this hotel a lot when I'm visiting it

Behavioral engagement (BEE)

I spent a lot of time visiting this hotel compared with others

I visit this hotel the most

Whenever I'm visiting this hotel, I usually visit this

Value Congruity (VC)

I have a clear understanding of the core values of this brand

I have a great deal of agreement about what this brand's core values represent

I really support the intent of the core values of this brand

This brand is relevant to my values and needs

Consumer Brand Identification (CBI)

I identify with this brand

When I talk about this brand, I usually say "we" rather than "they"

I have a lot in common with other people using this brand

I feel that my personality and the personality of this brand are very similar

Affective Commitment (ABC)

I feel rewarded when I buy this brand

I get excited when I think of buying this brand

I feel emotionally attached to this brand

I feel personally satisfied when I buy this brand

Customer loyalty (CL)

I would encourage friends to do business with this brand

I would recommend this brand to someone who seeks my advice

I would do more business with this brand in the next few years

I would say positive things about this brand to other people