Emotions in Customer Experience

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Abstract

The aim of this chapter is to display how emotions build experiences in interactive society. To map out the emotions' essential role in experiences, the chapter focuses to look over the literature on emotions in customer experience (CX), which is defined as an umbrella term for diverse experiences. The chapter introduces four key insights to underline the integral relation between emotions in CX in interactive society: 1) We identify eight different types and suggest a framework that captures these key types on how emotions build experiences, 2) emotions in CX are essential both in offline and online environments, 3) the diversity of emotions in interactive society is broad from positive and negative ones, and especially the role of the negative emotions should be acknowledged and further explored, and 4) we propose a set of definitions to clarify different terms used around emotions. The framework serves as a tool that guides practitioners and researchers and other professionals to acknowledge different facets of emotions when aiming to co-create experiences and manage them in the interactive society.

Keywords
Customer experience, emotions, feelings, affection, interaction

Introduction

Experiences are a fundamental part of everyday life in all levels of society, being created in various forms of interaction between individuals, organizations and social system. Thus, we as individuals, professionals and citizens in interactive society are all continuously creating experiences - building our own and shaping others'. This complex foundation makes experiences a fascinating research topic and furthermore experiences offer organizations a way to gain a competitive advantage by creating memorable experiences for their customers (Pine & Gilmore, 1998). To create these memorable experiences, scholars have highlighted the importance of emotions in experience (Bastiaansen *et al.*, 2018). Still, we know only a little about the connection between emotions and customers' experience. Hence, in this chapter, we are concentrating on building a comprehensive understanding of emotions in customer experience (CX) based on the CX literature.

CX is relevant for multiple industries from retail to wellness and travel to banking. We concentrate on CX as it is often applied as an umbrella term for different experiences including service experiences, user experiences, and patient experiences. CX emerges through the digital and face-to-face interactions customers have during the provision of different services (Bolton *et al.*, 2018). Thus, increasing the understanding how emotions build CX in diverse forms of interaction is a matter of numerous professionals in all levels of society. The interactions occur in different relations both directly and indirectly throughout the society: between customers and an organization, a brand, a product, a technology, other customers and networks of actors (Meyer & Schwager, 2007; Teixeira *et al.*, 2012; Jaakkola *et al.*, 2015). Hence, CX is a constantly ongoing part of interaction in individual, relational as well as system levels (Helkkula, 2011; Vargo & Lusch, 2016).

Despite the notions that emotionally fueled experiences are tightly related to interaction, the understanding how emotions relate to experiences in the interactive society is still missing. Thus far, only a few studies have explicitly linked CX and emotions. Some of these studies focused on the emotional dimension of CX and developed scales for measuring it (e.g. Jüttner *et al.*, 2013; Novak *et al.*, 2000), whereas others examined particular emotions in CX in specific contexts, such as luxury brands (Kim *et al.*, 2016), healthcare (McColl-Kennedy *et al.*, 2017), service failures (Balaji *et al.*, 2017) and service recovery (Mattila *et al.*, 2013). Although these studies among others emphasize the relevance of emotions embedded in various forms of interaction, the studies do not provide a comprehensive understanding on how emotions build CX. Therefore, in brief, more systematic, detailed, and structured analysis is needed to capture and present the diversity of emotions in CX. That is where we contribute.

The purpose of this study is to analyze the role of emotions in CX in individual, relational and society levels. We systematically reviewed 129 articles (see Torraco, 2005), from which we structurally mapped the diversity of research fields where emotions in CX are present so far, identified the theoretical approaches and terms applied to examine emotions in CX, and illustrated how emotions are present in CX research. As a conclusion, we build a structured, clarifying framework, which identifies eight conceptualization types for emotions in CX. By doing so, our study enables researchers and practitioners to use concepts and terms more systematically and to study, develop, and manage emotions in CX in a more advanced way.

We acknowledge that emotions can be studied from many disciplinary and theoretical perspectives, including, business, psychological, and sociological perspectives. In this chapter, we apply business, and particularly marketing and management perspective. The chapter is structured as follows: First, we start by discussing the theoretical background of the two key concepts, CX and emotions. We then explain the methods for data collection and analysis. We introduce key findings regarding

emotions in CX from which we develop an integrative framework for emotions in CX. We conclude by suggesting the theoretical and managerial implications and suggest directions for future research.

Customer experience and emotions: feelers co-creating experiences in interactive society

Customer experience

CX research crosscuts many disciplines including economics, psychology, marketing and management. However, the importance of CX really started to develop in the early 1980s, when consumer research scholars began to consider customers as feelers, thinkers, and doers rather than as rational decision-makers (Holbrook & Hirschman, 1982). Shortly after, ignorance of the role of experience in the consumer research was widely noted (Belk, 1984; Fennell, 1985). Years after, we have seen a dramatic increase in CX research and the shift from a traditional product-based economy to an experience-based economy, where CX is seen as a competitive advantage that is difficult for competitors to duplicate (Pine & Gilmore, 1998; Grewal *et al.*, 2009). The shift is noted also in experience research throughout the disciplines, and several types of experiences are distinguished: user experience, service experience (Jaakkola *et al.*, 2015), consumer experience (Howard, 1965), product experience (Hoch, 2012) and customer experience (Verhoef *et al.*, 2009). In this chapter we focus on customer experience.

The emergence and interest towards experiences are fueled by the pivotal work of Vargo and Lusch (2004, 2008) on service-dominant logic that emphasizes the experiential nature of value. CX and customer's perceived value interrelate with each other. Value is at the same time an individual and contextual function in interaction between subjects which resides in the CX (Echeverri & Skålen, 2011). CX incorporates customer's cognitive, emotional, sensory, social and spiritual responses to all interactions with an organization or other actors (Jain *et al.*, 2017). This definition highlights CX as being strongly individual, while also recognizing the importance of social aspects, as experiences are always co-created (Vargo & Lusch, 2008). Therefore, CX is strongly connected to interactions as co-creation is defined as a function of interaction. Thus, CX is always co-created in interaction between customer and the organization and/ or other actors (Vargo & Lusch, 2004; Jain *et al.*, 2017).

The various interactions are taking place in the search, purchase, consumption, and after-sale phases a customer has with an organization through which CX emerges and evolves (Varma, 2012; Verhoef *et al.*, 2009). However, CX is more complex to manage compared to interactions, as CX is subjective, dynamic and unique interpretations of events and dependent on many personal and contextual factors (Zomerdijk & Voss, 2011). Moreover, in today's networked business environment multiple actors are participating to CX co-creation within a system of different actors (Vargo & Lusch, 2008). Customers are therefore increasingly encountering multiple providers during service delivery forming a social system, which are all affecting the dynamic evaluation of their experience.

Because of the reciprocal nature of the interaction, researchers and practitioners can examine CX from the perspective of either the provider or the individual customer (Helkkula, 2011). The provider perspective highlights a firm's ability to understand every facet of the CX throughout all direct and indirect encounters (Frow & Payne, 2007) whereas the customer perspective highlights the subjective responses of the individual throughout the customer journey (Lemon & Verhoef, 2016).

Theoretical roots of emotions

Emotions play a major role in CX. Emotions are produced by an individual's unique appraisal of experience, which is created from an evaluation and interpretation of actions and the prevailing

environment. In other words, emotions are always experienced subjectively, and different people can have different emotional reactions to the same action under the same circumstances. Emotions play a significant role in determining behaviors and actions (Carlson *et al.*, 2007), and are therefore critical when investigating for example consumer behavior. Emotions are often accompanied by physiological processes and expressed physically (e.g., in gestures, posture, facial features). Just as emotions are perceived individually, they also vary and manifest in different ways. Similar to CX, emotions are also social in nature as, emotions are socially contagious meaning that people are attracted to the emotions displayed by someone with whom they interact (Huang, 2001).

Emotion research has roots in psychology (see Mehrabian and Russell, 1974). Emotions are usually studied by emphasizing their biological, cognitive, or social aspects, opening up this research area to not only psychologists but also neuroscientists, philosophers, educators, and even economists. This multidisciplinarity of emotions research may have led to nonsystematic use of emotion terminology (e.g., emotions, affects, and feelings) in business-oriented literature, with a few notable exceptions. According to Gentile *et al.* (2007), affective experience is generated at the system level based on the spectrum of *emotions, feelings, and moods*. These, in turn, can be further described according to their features, like intensity, duration, cause, awareness, and control (Scherer, 2005). Generally, moods are characterized by the enduring predominance of certain types of subjective feelings that affect a person's experience and behavior and may last from hours to days (Scherer, 2005) or even months (Jalonen *et al.*, 2016). Although feelings are subjective experiences of individual persons, emotions are projected feelings and are typically manifested in social interaction (Jalonen *et al.*, 2016).

To sum up, experiences are created in various forms of interactions, in which value is resided and emotions embedded. Experiences are subjective in nature, while also socially and contextually constructed, mirroring the relevance of experience in the individual, relational and system level in the society. In other words, the interactive society is full of complex bundles of relations resulting in experiences shaped by emotions. To clarify, how emotions actually build experiences in different levels we next analyze and discuss how emotions are present in current CX literature.

Methodology

Research design of systematic literature review: gathering and identifying relevant articles

To analyze emotions in CX research, we followed an established research procedure for systematic literature reviews. It provides explicit methods for identifying and selecting relevant publications and questioning and analyzing them (see Booth *et al.*, 2012). To gather research on CX examining the emotional aspects, we used a two-phase search: We began by identifying and collecting all relevant research articles on CX and then, in the second phase, focused on those that examined emotions. We selected two databases, Web of Science (WoS) and EBSCO, as they cover a wide range of good-quality journals in marketing and management, and related fields such as technology and innovation management, as well as recent research from all geographic locations. In the first phase, we conducted a systematic search for all articles published before May 2018 in which the title, keywords, or abstract mentioned the words "customer experience." The search yielded a total of 399 articles from EBSCO and 570 articles from WoS. Duplicates were checked and removed. As we focused on scholarly peer-reviewed articles, we excluded book reviews and editorials. This analytical round reduced the number of hits to 336 articles. In the second phase, from these identified CX articles we zoomed in on those that examined or were related to emotional aspects and included—in their title, keywords, or abstract—at least one of the following search terms or its variation: emotion, feeling, affection or sentiment. These delimitations and searches resulted in the selection of 129 research articles for final, detailed content analysis. The full citations of these articles are listed in Appendix 1.

Content analysis of selected articles

In the analysis phase, we conducted a content analysis of the 129 articles. Content analysis employs quantitative and qualitative textual analysis, requires minimal interference by the researcher in the phenomenon studied, and can handle large volumes (Krippendorff, 1980; Weber, 1985). We emphasized qualitative content and thematic analysis. We first read through all the articles to acquire a general view of the studies and then compared, categorized, and coded the contents. We focused on analyzing the classification of the forum and identifying the key conceptualizations on "emotion" as well as the major theoretical models and approaches. In addition, we classified the major research themes and empirical research contexts.

Researcher triangulation strengthened the analysis throughout the process: Four researchers representing different disciplines (marketing, management, service, and engineering) participated in interpreting and categorizing the data. Knowledge of diverse, interlinked research streams was needed in making decisions about categorization, and all the researchers collectively defined the coding procedures and limitations. The researchers assessed and jointly compared the key content of the articles, for example, by employing Excel and Word tabling to ensure consistency of categorization, and the researchers discussed their interpretations of the research findings to improve the quality of the findings, which are presented next.

Findings: how emotions in CX are co-created in interactive society

Overview to roles of emotions in CX

Emotions are, indeed, created in complex sets of interaction with other actors in online and offline environments but are always subjectively interpreted and experienced by an individual. In this chapter, we expand the current understanding of how emotions build CX in interactive society and provide an overview of our key findings followed by a more detailed discussion on each of them.

The discussion on emotions and CX is taking place mostly in individual and relational level even though it is acknowledged that emotions in CX are actually becoming real in complex systems. To clarify our findings we introduce an integrative framework (Figure 1) that illustrates how emotions build CX and highlights the diversity of emotions in CX in interactive society. The framework consists of eight different emotion types. Type 1 concerns emotions emerging in direct person-to-person and online encounters between a customer and an organization or its representative. The type 2 is emotional stimuli or cue (e.g. music or design) the service provider uses to affect customers' emotions. Type 3 addresses customers' emotional responses to providers' different cues. Type 4 focuses on how customers' evaluations of their experience are affected and processed in the emotional dimension (part of the cylinder in Figure 1), which is present in all interactions customer has with the organization or its' elements. The type 5 represents the emotional aspects in different phases of decision-making and buying process, including information seeking, evaluation, purchase, and post-purchase phases (represented as cylinder segments in Figure 1). In type 6, emotions are drivers of experience outcomes (represented as an arrow above cylinder in Figure 1). Type 7 focuses on emotional links and bonds, for example, towards an organization's brand or technology. Type 8 addresses the diversity of emotions in CX and their emergence in all levels in interactive society.
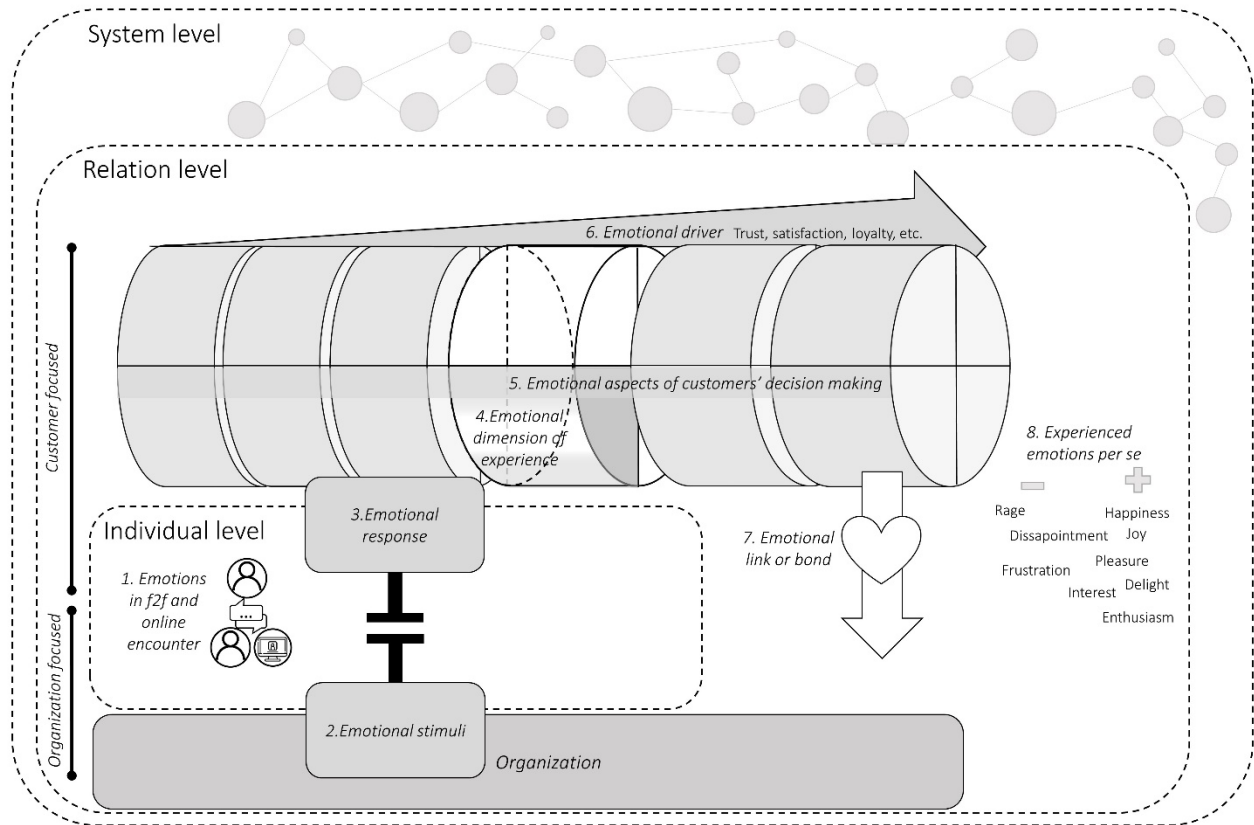
Figure 1. Framework for emotions in CX.

As said, emotions are building CX in both digital, online and offline environments. Driven by the digitalization, the recent literature emphasize building an understanding on how emotions in CX are created through various forms of interaction, particularly in online environments. That is, organizations also should focus on creating emotional attachment with the customers by, for example, improving the interactive components on their website. Operating only with the static attributes in online, like visual components, is not enough in the era of experiences and thus more emphasis should be given to improve the sociality on the online environments. Based on our study, it seems necessary also to highlight that the emotions emerging in interactive society are both positive and negative. Presently, positive emotions have gained a lot more attention in research than negative emotions, even though the diversity of emotions is extensive. Therefore, it is important to understand that also negative emotions define individuals' experiences and they should not be downplayed in research and practice.

In addition, we find it crucial to generate the consensus about the definitions related to emotions as the experience is present in various disciplines and the centrality of it is underlined in the experience era. However, the research on emotions and CX is still fragmented, and we noticed that this may have also caused some inconsistency in the terminology among scholars. That is, researchers addressing emotions in CX used a lot of different terms to describe emotions, for example feeling, mood and affection. The term "emotion" seem to be used as an umbrella term, which conceals the multidimensionality of the relationship between CX and various emotions. If these different terms are used interchangeably and without justification, the research field will remain fragmented and hinders the interdisciplinary research and fruitful discussion between the different businesses. Based on our study, we propose the following definitions for different terms: 1) "Mood" depicts a long-lasting subjective emotion that affects a person's behavior and experience, 2) "feelings" are subjective experiences that are shorter (from minutes to hours; e.g., joy, irritation), 3) "emotions" are also short-

term feelings but are characterized by projected feelings, usually manifested in social interaction (e.g., love, hate), and 4) "affective experience" is based on the spectrum of all previous terms (emotions, feeling, and mood) and can be described by features like intensity, duration, and cause.

How emotions build CX in interactive society: major types and framework

We identified eight major types that capture how emotions are applied and conceptualized in CX research (see Table 1 and Figure 1). The framework uncovers relevant dimensions that distinguish the types, which all are the result of both direct and indirect interaction between the customer and organization or it's elements. Furthermore, emotions in CX can be conceptualized and studied from *the organization* or *customer* perspective. Based on our analysis, typically emotions in CX are studied from the latter, customer perspective, and thus, our categorization types emphasize this more.

The first type concerned providers' attempts to manage emotions but focused on *competencies, personnel, procedures, or online processes that manage emotions* in customer interactions. For example, the importance of employees' skills in managing customers' feelings during the customer experience was identified (Johnson *et al.* 2009), while Gabbott *et al.* (2011) emphasized emotional intelligence (EI) during service failures. The psychological phenomenon of EI was identified by Goleman (1995) and is considered a tool for leaders and employees to manage customer experiences. The articles suggested that positive emotions (Chahal & Dutta, 2014) and negative emotions, such as customer rage (Surachartkumtonkun *et al.*, 2015), should be managed by employees. Varma (2012), however, highlights that human emotions are not entirely predictable, and most customers' emotions remain unclear or even totally hidden. The article links CRM to management of customers' emotional states, noting that nothing can deliver a memorable customer experience better than motivated and engaged employees.

The second type focused on *service providers' attempts to manage emotions*. Because providers cannot manage emotions directly, they aim to manage emotions through indirect interaction, which includes stimuli and cues. The main goal for service providers seemed to be creating *positive* emotions among customers as positive emotions favorably affect, for example, customer experience, brand image, purchase intention, satisfaction, and loyalty. Although emotions were positive in principle, the importance of identifying and handling negative emotions should not be underestimated, as removing all cues from service provider performance that could create negative emotions is impossible.

The third type focused on *emotional responses* to different cues or elements of customer experiences. Emotional responses are embedded in customer's interaction with the organization or servicescape, capturing the customer's side in this reciprocal relation. For example, Madzharov *et al.* (2015) examined how scents elicit emotions and thus, affect customer experience, while Bagdare and Jain (2013) developed a scale for the experiential responses of retail customers. In this category linking emotions to customer experiences, the aspect is behavioral and customer-focused as these studies examined how customers respond to physical cues and service process elements, such as service failures.

The fourth type analyzed *emotional dimensions* of the whole customer experience, thus conceptualizing emotion as one facet. The other facets were cognitive and behavioral dimensions (Cruz *et al.*, 2010). Again, the customer perspective is emphasized. Customers are involved at different dimensions in all interactions between the organization and its' offerings.

The fifth type linked *emotions and decision making*, often in the retail context. Positive and negative emotions are usually related to price, information, assortment, process or interaction, which triggers purchase or repurchase intention. In a study in retail context, Puccinelli *et al.* (2009) state that for example confusing content in a website can induce frustration, which can affect to consumer's decision making negatively. Authors state that retailers should focus on identifying triggers and focus on interactive attributes, which would pace up consumer's favorable decision making.

The sixth type studied *emotions as a driver of experience outcomes* (e.g. loyalty, trust and satisfaction). In other words, different forms of interaction create emotions, which influence of experience outcomes. These studies link emotions to long-term relationships and dynamics between the customer and organization. Mascarenhas et al. (2006), for example, examined emotions as a driver of customer loyalty in several contexts.

The seventh type addressed *emotional links* and *emotional bonds* to, for example, a brand (Mollen and Wilson, 2010; Morgan-Thomas and Veloutsou, 2013), or technology and design (Zomerdijk & Voss, 2011). Emotional links and bonds are a result of customer's interaction with these objects (e.g. brand or technology) (Teixeira et al., 2012). These emotional bonds develop during the customer's interaction with the organization. The role of customer in interaction is active and thus customer perspective is dominant. Both Johnson *et al.* (2009) and Zomerdijk and Voss (2011) argue that an emotional connection strengthens the relationship with an organization and can be seen as a competitive advantage (Gabbott *et al.*, 2011) because emotional bonds usually are hard to break.

The eighth type focused on *various specific emotions per se*. Customers are usually interacting with various forms (e.g. with personel, brand or technology) during their customer journey and thus these relations evoke different emotions. Carreira *et al.* (2013) researched travel experiences and distinguished three categories of emotions: excitement and joy, annoyance and discontentment, and anxiety and fear. Chahal and Dutta (2014) and Arnold et al. (2005) highlighted the importance of identifying the range of emotions customers feel during terrible experiences. Surachartkumtonkun *et al.* (2015) highlighted the various emotions that customer rage arouses (e.g., disgust, hate, and fury).

Table 1. Types of emotions in CX in interactive society.

Category and its focus	How emotion is conceptualized	Example articles
1. Emotions in service encounters and interactions, managed by the firm's personnel *Provider-* *focused*	As part of front-line interaction, which requires management in online and offline contexts. Firms need to develop the EI of personnel and online practices to successfully manage service encounters characterized by diverse emotions.	Rose et al. (2012) and Martin et al. (2015) examined emotions in online services from the management perspective. Johnson et al. (2009) studied emotions in face-to-face service interactions.
2. Emotional stimuli or cues triggered by the firm *Provider-* *focused*	As a product of emotional stimuli and cues (three types: functional, mechanical, and humane) provided by the firm to shape and manage customers' emotions.	Wang et al. (2007) examined avatars as emotional stimuli (see also type 3).

3. Emotional response *Customer-focused*	As a response to an element of customer experience, a service process element or event, or other actors, e.g., personnel or other customers	Madzharov et al. (2015) examined how customers respond emotionally to scents in a retail environment. Wang et al. (2007) examined emotional responses to avatars that were considered social cues.
4. Emotional dimension of experience *Customer-focused*	As part of the multidimensional customer experience; others are cognitive and behavioral	Cruz et al. (2010) examined multiple dimensions of internet banking experiences.
5. Emotional aspects of customers' decision making *Customer-focused*	As influencing the decision-making, and particularly the purchasing, process.	Puccinelli et al. (2009) and Sachdeva and Goel (2015) studied how to manage customer experience and emotions in retailing, focused on the buying process.
6. Emotional driver *Customer-focused*	As a driver of long-term customer relationship dynamics because it shapes/affects trust, satisfaction, and commitment	Mascarenhas et al. (2006) examined loyalty and emotions in several contexts (e.g., Disney World, Blyth Industries, and Apple's iMac).
7. Emotional link or bond *Customer-focused*	As a link or bond to a brand, technology, etc.	Morgan-Thomas and Veloutsou (2013) included "emotional aspects" of brand relationships in their model of online brand experiences to supplement the dimension technology acceptance dimension.
8. Experienced emotion *Emotion-focused*	As diverse; different emotions are acknowledged as part of the customer experience.	Surachartkumtonkun et al. (2015) compared customer rage across countries.

CX with emotions co-created in digital environment

Many organizations in different fields have shifted to multichannel strategies by providing added value both in digital and offline interaction environments (Rajaobelina, 2018). The digitalization has also pushed researchers to address this shift and 19 of reviewed articles addressed online or virtual environments. These studies were fragmented under several industries including retail, banking, traveling, virtual, e-learning and online search engine mirroring the crucial presence of experiences throughout the interactive society in different contexts and levels.

In online environment, experience is formed in interaction between the individual, ie. customer, and attributes managed by the organization. Interaction in online takes naturally different shapes

compared to face-to-face contexts, but still plays a crucial role in CX. Indeed, interaction shapes customer's aroused emotions and emotional attachment in online contexts, which influence customers' decision making (Bilgihan *et al.*, 2015; Lee, 2018), experience outcomes (e.g., loyalty or satisfaction) (Cruz *et al.*, 2010), and future purchase intentions (Bilgihan *et al.*, 2015). At best, the online environment can create a flow experience (Bilgihan *et al.*, 2015) if interactive features generate highly positive emotions like fun, enjoyment and pleasure.

Emotions are strongly present in online context being embedded in customer's interaction with both static and social cues as well as the e-environment itself. Organizations may interact with their customers by providing a variety of static stimuli including text-based information, visual imagery, video or audio through their website or other e-environment (see eg. Rose *et al.*, 2012). Customer's interaction with the brand (Meyer & Schwager, 2007) occurs also in online context. Morgan-Thomas and Velautsou (2013) concentrated on online brand experiences that include an emotional affective state in the context of search engines. Their findings show that customer's interaction with brand should evoke emotions in order to build trust and loyalty. This is similar with offline retail context. In addition, organizations can influence to their customers and their emotions through social cues and sociality of their websites. This is highlighted by Bilgihan *et al.* (2015) who stress the importance for organizations operating online to note that to be able to create emotional attachment with the customers, they should shift the focus from static attributes even more to interactive components (Bilgihan *et al.*, 2015). These social components can be provided either as human or machine operated as Wang *et al.* (2007) note that 'customers treat computers as social actors even though they are fully aware that they are interaction with machines'. For example, Wang *et al.* (2007) study on sociality of websites showed that customers' interaction between the avatars influence positively on affect and shopping value of the customers. On the other hand, Gefen and Straub (2003) study in online travel agency context showed that social presence of organization has also an influence on consumer trust. However, the social interaction in online goes also beyond the organization - interaction with other actors may also influence on customer's emotions (Jaakkola *et al.*, 2015). For example, Tu and Zhang (2013) studied experience in a non-trading virtual community where, according to their findings, experience co-creation has two dimensions; emotional and relationship experience. Interaction with others including emotion sharing is an important building block of co-creation value in non-trading virtual community.

Multidisciplinary nature of CX with emotional aspects

The multidisciplinary nature of emotions in CX highlight that emotions in CX is a real matter of professionals and researchers in diverse disciplines and businesses. Our analysis uncovered the multidisciplinary nature, illustrating the presence of emotions in experiences through disciplines. Table 2 presents the main disciplines ranging from marketing to other related disciplines and the focuses regarding emotions in CX. For example, marketing highlights the role of emotions in CX in digitalization and engagement, whereas innovation and technology research emphasizes technological management of CX and its emotional dimension via customer relationship management (CRM) systems, thus also contributing to the emotional aspects of CX. Table 2 also presents the main forums in which research on emotional aspects in CX appeared.

Table 2. Multidisciplinary emotions in CX: disciplines and forums of articles on CX and emotions.

Discipline	Emphasis on customer experience and emotions	Main forums, i.e., journal examples	Number of articles linking customer experience and emotions
Marketing	Digitalization, co-creation, engagement, loyalty, branding, strategic marketing, satisfaction	*Journal of Marketing*, *Marketing Theory*, *The Marketing Review*	28 (22%)
Service	Co-creation, customer relationship, e-services, emotional engagement, quality, emotional labor, intangibility, competitive advantage	*Journal of Service Management*, *Journal of Service Research*, *Journal of Services Marketing*	21 (17%)
Management	Customer value, emotional bonding, service quality, corporate brand experience, experiential marketing	*Journal of General Management*, *Strategy and Leadership*	32 (25%)
Retail	Online customer experience, experiential consumption, dimensions of retail customer experience, satisfaction, loyalty	*Journal of Retailing and Consumer Services*, *Journal of Retailing*	16 (12%)
Innovation and technology	Customer relationship management (CRM), customer experience management, telecommunication, value creation, social presence, new service development	*International Journal of Innovation and Technology Management*, *Journal of Product Innovation Management*	14 (11%)
Others	E.g., travel experience context, virtual atmosphere	*Entrepreneurial Executive*, *Tourism and Hospitality Research*	18 (9%)
Total			129 (100%)

Researchers and professionals should be aware of how they talk and name emotions in CX, as we identified a wide range of terms used to describe emotions in CX. Many authors did not clearly justify why they had chosen to use, e.g., "emotion" instead of "feeling" or "affective experience," or used terms interchangeably, although many of the reviewed articles use psychology as a theoretical background. For example, several studies referred to Lazarus's (1991) work in psychology on the relationship between emotion and stress, as well as the role of cognition and motivation in emotions. In addition, scholars often applied Pine and Gilmore's (1998) seminal work on the experience economy. Two other key theoretical models that were identified was Schmitt's (1999) 15-item general scale of experience and Mehrabian's and Russell's (1974) PAD-model (pleasure, arousal, and dominance). Schmitt's model was utilized more on quantitative studies whereas the latter was more utilized in qualitative studies.

A rollercoaster between negative and positive emotions

It is valuable to understand, that interactive society is full of diverse emotions, which all need to be examined and managed, in all levels of society. Like our study reveals, a wide range of emotions is linked to CX varying from positive to negative (Table 3). Many articles we analysed concentrated on positive emotions like joy, enjoyment, or pleasure (Zomerdijk & Voss, 2011) or observed emotions based on their valence without specific identification (Carreira *et al.*, 2013; Gabbott *et al.*, 2011). Strongly *positive emotions* like fun, inspiration, and enjoyment were mostly studied regarding hedonic experiences (Liu *et al.*, 2017) whereas studies linked to utilitarian experiences emphasized other types of emotions, like trust and reliability (Banerjee, 2014; Bilgihan *et al.*, 2015). *Negative emotions* were examined in less detail except in a few papers (see Hudson *et al.*, 2017; Surachartkumtonkun *et al.*, 2015). In general, providers were encouraged to focus on avoiding negative emotions (Lucia-Palacios *et al.*, 2016), and the negative effect on experience outcome was outlined (Hudson *et al.*, 2017).

Table 3. Diverse emotions in CX research.

Positive emotions	Negative emotions	Example article
Joy, elation, enthusiasm	Disappointment, frustration, irritation, dislike	Johnson et al., 2009
Delight	Opposite of delight	Chahal and Dutta, 2014
	Rage, disgust, hate, fury, outrage, aggression	Surachartkumtonkun et al., 2015
Excitement, joy, happiness, pleasure, cheerfulness	Discontentment, annoyance, nervousness, fear	Carreira et al., 2013
Positive (not specified in more detailed level in the article)	Negative (not specified in more detail in the article)	Gabbott et al., 2011
Joy, awe, interest, affection, trust		Zomerdijk and Voss, 2011
Good, soft, endearing, friendly	Bad, unpleasantness	Varma, 2012
Peacefulness, excitement	Frustration, stress	Lucia-Palacios et al., 2016

Conclusions and implications

At this point we believe it is fair to say that in the very heart of experiences are emotions. Emotions are embedded to experiences in various ways being simultaneously influencing and being influenced by the experiences. In other words, emotions build experiences via interaction in individual, relational and ecosystem level in society. Thus, we are facing a fascinating research topic, which concerns academicians and practitioners in all disciplines in interactive society. The key contribution for both academicians and practitioners lays in our framework, which opens up our eyes to the embedded complexity of emotions in CX by identifying the types how emotions build CX in diverse relations in society.

We believe our study and framework guides researchers in their quest to investigate emotional aspects in experience. After all, emotions are uncontrollable, difficult to understand and complex to manage. Emotions in experiences are taking place in several relations between the actors, and thus requiring more emphasis on interaction when studying emotional aspects of experience. As we recognize emotions central in experiences in individual, relational and ecosystem level in the interactive society, we are facing a complex set which is hard to manage and control in systems, as well as in the continuously changing society. The framework help researchers to zoom to this complex phenomenon and illustrate the different forms of interactions, where emotions in experience are taking place and building experiences. The types guide researchers to focus their future studies on emotions in experience by providing guidance to position the studies in different contexts to micro, relational and system levels. By revealing the close connection between experiences, emotions and interaction, we highlight that the importance of emotions in interactive society should be taken under serious consideration.

For practitioners, who are aiming to enhance and develop experiences, the managerial usefulness of the framework lays in understanding the contrast between the two main perspectives – organization-focused and customer-focused perspectives – and the different types of emotions in CX. Importantly, the framework clarifies how focus on emotions in experiences actually requires practitioners' concentration on interaction. Framed in a provider-focused way, emotions may be seen as a managerial instrument controlled by an organization. Through this managerial lens practitioners can identify different types of encounters and emotional stimuli that create experiences for customers. Thus, one important starting point in CX management development is proper recruitment and continuous training and support of employees' emotional intelligence, skills and behavior to successfully manage encounters that include ranging emotions. However, taking this one-sided perspective organizations may be facing a situation where service design, and operations and CX management monitoring may become blurred by the belief that emotions of customers are largely or solely managed by the organization. Indeed, some emotional types of CX are beyond the view and may be even beyond the control of the organization. The customer-focused perspective in framework helps organizations to open their eyes and to avoid such pitfalls. For example, even though organization designs carefully different kind of cues to arouse specific emotions and feelings in a customer (Type 2), it can never be defined, how the customer will respond to organization's cues (Type 3) – emotions are unpredictable and difficult to control. Therefore, practitioners should concentrate not only on creating and increasing positive emotions in encounters but also on understanding customers' emotions in-depth and systematically identifying different types of emotions, like emotions in decision-making, emotional drivers and emotional responses. By doing so, companies and other entities in society will be more informed on what they should and can manage in order to better design and implement cues for more appropriate service to fit customers' emotional types and stages.

We hope that our review provides managers and researchers with a deeper understanding of a growing field, yet encourages them. Given the fragmented current state of research and the complex nature of emotions in experience, several future research topics emerged from this study. We want to encourage researchers to carry out multidisciplinary research combining different methodologies as the importance of emotions in CX is widely noted in various disciplines. These further studies could test and validate our suggested types of emotions in CX. In addition, as our study concentrated mainly on emotions in experiences in individual and relational level, more studies in online and offline environments should be conducted concentrating on the ecosystem level. Moreover, we encourage researchers to pay more attention to the role and dynamics of positive and negative emotions in CX as review revealed clearly that researchers have focused on creating positive emotional experiences and considered negative emotions mainly to be avoided or ignored, although it may be an emotional rollercoaster for customers to go through services.

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Appendix 1. Reviewed articles

Author	Title	Publication

Ali, F;., Kim, W.G., Li, J. and Jeon, H.M., 2018	Make it delightful: Customers' experience, satisfaction and loyalty in Malaysian theme parks	*Journal of Destination Marketing and Management*
Bagdare, S., 2015	Emotional Determinants of Retail Customer Experience	*International Journal of Marketing and Business Communication*
Bagdare, S., and Jain, R., 2013	Measuring retail customer experience	*International Journal of Retail and Distribution Management*
Bagdare, S., 2017	Retail customer experience: A research agenda	*International Journal of Research in Commerce and Management*
Balaji, M.S. Roy, S.K. and Quazi, A., 2017	Customers' emotion regulation strategies in service failure encounters	*European Journal of Marketing*
Başaran, A.S., and Nezahat, E., 2014	Experiential Marketing and Vacation Experience: The Sample of Turkish Airlines	*Procedia – Social and Behavioral Sciences*
Banerjee, M., 2014	Misalignment and Its Influence on Integration Quality in Multichannel Services	*Journal of Service Research*
Beltagui, A. and Gandi, M., 2018	Revisiting service quality through the lens of experience-centric services	*International Journal of Operations and Production Management*
Berry, L.L., and Carbone, L.P., 2007	Build Loyalty Through Experience Management	*Quality Progress*
Bhandari, S., 2016	Understanding the models of customer experience	*International Journal of Research in Commerce and Management*
Bolton, R.N., Gustafsson, A., McColl-Kennedy, J., Sirianni, N.J., and Tse, D.K., 2014	Small details that make big differences: A radical approach to consumption experience as a firm's differentiating strategy	*Journal of Service Management*
Brakus, J.J., Schmitt, B.H., and Zarantonello, L. 2009	Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?	*Journal of Marketing*
Bramley, S., Dibben, N. and Rowe, R., 2016	The Utilisation of Music by Casino Managers: An Interview Study	*Journal of Gambling Studies*
Brun, I., Rajaobelina, L., Ricard, L. and Berthiaume, B., 2017	Impact of customer experience on loyalty: a multichannel examination	*Service Industries Journal*

Bustamante, J.C. and Rubio, N-, 2017	Measuring customer experience in physical retail environments	*Journal of Service Management*
Butcher, K., 2013	Differential impact of social influence in the hospitality encounter	*International Journal of Contemporary Hospitality Management*
Cachero-Martinez, S. and Vazquez-Casielles, R., 2017	Living positive experiences in store: how it influences shopping experience value and satisfaction?	*Journal of Business Economics and Management*
Calheiros, A.C., Moro, S. and Rita, P., 2017	Sentiment Classification of Consumer-Generated Online Reviews Using Topic Modeling	*Journal of Hospitality Marketing and Management*
Carreira, R., Patricio, L., Jorge, R.N., Magee, C., and Hommes, Q.V.E., 2013	Towards a holistic approach to the travel experience: A qualitative study of bus transportation	*Transport Policy*
Cayaba,Ma, C., Yuting, C., Jurgens, M., Mathews, P.J. and Sefton, A., 2016	Redesigning emergency rooms into experience rooms	*Marketing Health Services*
Cetin, G., Akova, O., and Kaya, F., 2012	Components of experiential value: Case of hospitality industry	10th International strategic management conference 2014
Cetin, G. and Walls, A., 2016	Understanding the Customer Experiences from the Perspective of Guests and Hotel Managers: Empirical Findings from Luxury Hotels in Istanbul, Turkey	*Journal of Hospitality Marketing and Management*
Chahal, H., and Dutta, K., 2014	Conceptualising customer experiences: Significant research propositions	*Marketing Review*
Chahal, H., and Dutta, K., 2015	Measurement and impact of customer experience in banking sector	*Decision*
Chang, T-Y., and Horng, S-C., 2010	Conceptualizing and measuring experience quality: The customer's perspective	*Service Industries Journal*
Chan, S.J., 2015	A Model Linking Store Attributes, Service Quality and Customer Experience: A Study Among Community Pharmacies	*International Journal of Economics and Management*

Choraria, S., 2015	Managing Emotional Connect between Front-Line Employee and Customers	*Pacific Business Review International*
Choudhury, M., Singh, R. and Saikia, H., 2016	Measuring customer experience in bankassurance: An empirical study	*Market-Trziste*
Cruz, P., Salo, J., Munoz-Gallego, P., and Laukkanen, T., 2010	Heavy Users of e-banking and Customer Experience Management: evidences on intrinsic motivation	*International Journal of Electronic Business*
de Villiers, R. and Po-Ju, C., 2017	Feeling Loyal? The Impacts of Affective Customer Experiences on Business.,"de Villiers, Rouxelle	*International Journal of Business and Economics*
de Villiers, R. and Po-Ju, C., 2017	Achieving Requisite Variety in Customer Experience Research for Improving Marketing Relationship Performances	*International Journal of Business and Economics*
Delcourt, C., Gremler, D.D., De Zanet, F. and van Riel, A.C.R., 2017	An analysis of the interaction effect between employee technical and emotional competencies in emotionally charged service encounters	*Journal of Service Management*
Delcourt, C., Gremler, D.D., van Riel, A.C.R. and van Birgelen, M.J.H., 2016	Employee Emotional Competence: Construct Conceptualization and Validation of a Customer-Based Measure	*Journal of Service Research*
Dennis, C., Brakus, J.J., and Alamanos, E., 2013	The wallpaper matters: Digital signage as customer-experience provider at the Harrods (London, UK) department store	*Journal of Marketing Management*
Deshwal, P. and Phuyan, P., 2018	Cancer patient service experience and satisfaction	*International Journal of Healthcare Management*
Dutta, N.S., 2015	Innovative Product Management Driving Enhanced Customer Experience Management (CEM)	*Telecom Business Review*
Ebrahim, R., Ghoneim, A., Irani, Z. and Fan, Y., 2016	A brand preference and repurchase intention model: the role of consumer experience	*Journal of Makreting Manageent*

Esmark, C.L., Noble, S.M. and Breazeale, M.J., 2017	I'll Be Watching You: Shoppers' Reactions to Perceptions of Being Watched by Employees	*Journal of Retailing*
Faria, S., Ferreira, P. and Carvalho, V., 2016	Are assortment variety and stock-failures management in Hypermarkets and Supermarkets an important factor for consumers to develop a store-type preference, willing to come back and continue to buy?	*Portuguese Journal of Marketing*
Gabbott, M., Tsarenko, Y., and Mok, W.H., 2011	Emotional Intelligence as a Moderator of Coping Strategies and Service Outcomes in Circumstances of Service Failure	*Journal of Service Research*
Gefen, D., and Straub, D., 2003	Managing User Trust in B2C e-Services	*e-Service Journal*
Gierlinger, S., 2017	Every Moment Matters: Cultivating a Culture of C.A.R.E.	*Journal of Healthcare Management*
Gilbert, D., and Gao, Y.F., 2005	A failure of UK travel agencies to strengthen zones of tolerance	*Tourism and Hospitality Research*
Gilboa, S., Vilnai-Yavetz, I. and Chebat, J.C., 2016	Capturing the multiple facets of mall experience: Developing and validating a scale	*Journal of Consumer Behaviour*
Gooding, N., 2008	An alternative player's approach against incumbent strategies to make the most of market share	*Journal of Telecommunications Management*
Grewal, D., Roggeveen, A.L., Sisodia, R. and Nordfalt, J., 2016	Enhancing Customer Engagement Through Consciousness	*Journal of Retailing*
Gudem, M., Steinert, M., and Welo, T., 2014	From LEAN product development to LEAN innovation: Searching for a more valid approach for promoting utilitarian and emotional value	*International Journal of Innovation and Technology Management*
Hakanen, T., and Jaakkola, E., 2012	Co-creating customer-focused solutions within business networks: A service perspective	*Journal of Service Management*

Hamzah, Z.L., Alwi, S.F.S., and Othman, M.N., 2014	Designing corporate brand experience in an online context: A qualitative insight	*Journal of Business Research*
Hong-Youl, H., and Perks, H., 2005	Effects of consumer perceptions of brand experience on the web: Brand familiarity, satisfaction and brand trust	*Journal of Consumer Behaviour*
Hsieh, Y.H. and Yuan, S.T., 2016	An application of technology-based design for exhibition services	*International Journal of Quality and Service Sciences*
Huang, R., Lee, S.H., Kim, H;. and Evans, L., 2015	The impact of brand experiences on brand resonance in multi-channel fashion retailing	*Journal of Research in Interactive Marketing*
Hudson, S., González-Gómez, H.V. and Rychalski, A., 2017	Call centers: is there an upside to the dissatisfied customer experience?	*Journal of Business Strategy*
Hung, Y.C, Zheng, X., Carlson, J. and Giurge, L.M., 2017	The weight of the saddened soul: the bidirectionality between physical heaviness and sadness and its implications for sensory marketing	*Journal of Marketing Management*
Jain, R., and Jain, S., 2008	Towards relational exchange in services marketing: Insights from hospitality industry	*Journal of Services Research*
Jain, R., and Bagdare, S., 2009	Determinants of Customer Experience in New Format Retail Stores	*Journal of Marketing and Communication*
Jain, R., Aagja, J. and Bagdare, S., 2017	Customer experience - a review and research agenda	*Journal of Service Theory and Practice*
Johnson, M.D., Lervik Olsen, L. and Wallin Andreassen, T., 2009	Joy and disappointment in the hotel experience: Managing relationship segments	*Managing Service Quality*
Juettner, U., Schaffner, D., Windler, K., and Maklan, S., 2013	Customer service experiences: Developing and applying a sequential incident laddering technique	*European Journal of Marketing*
Kandampully, J., Zhang, T.T. and Jaakkola, E., 2018	Customer experience management in hospitality A literature synthesis, new	*International Journal of Contemporary Hospitality Management*

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Keiningham, T., Ball, J., Benoit, .,; Bruce, H.L., Buoye, A., Dzenkovska, J., Nasr, L. Ou, Y.C. and Zaki, M., 2017	The interplay of customer experience and commitment	*Journal of Services Marketing*
Kim, D. and Park, B.J., 2017	The moderating role of context in the effects of choice attributes on hotel choice: A discrete choice experiment	*Tourism Management*
Klaus, P., and Maklan, S., 2011	Bridging the gap for destination extreme sports: A model of sports tourism customer experience	*Journal of Marketing Management*
Klaus, P., and Maklan, S., 2013	Towards a better measure of customer experience	*International Journal of Market Research*
Klaus, P., 2017	Luxury patient experience (LPX): review, conceptualization, and future research directions	*Service Industries Journal*
Kranzbühler, A.M. Kleijnen, M.H.P., Morgan, R.E. and Teerling, M., 2018	The Multilevel Nature of Customer Experience Research: An Integrative Review and Research Agenda	*International Journal of Management Reviews*
Kumar, A.. and Anjaly, B., 2017	How to measure post-purchase customer experience in online retailing? A scale development study	*International Journal of Retail and Distribution Management*
Lee, S., 2018	Investigating antecedents and outcome of telepresence on a hotel's website	*International Journal of Contemporary Hospitality Management*
Lee, C.Y. Chou, C., and Sun, T.L., 2012	An evaluation from presence perspective of customer experiences in virtual environments	*Ergonomics in Asia. Development, opportunities and challenges*
Li, J., Canziani, B.F. and Barbieri, C., 2018	Emotional labor in hospitality: Positive affective displays in service encounters	*Tourism and Hospitality Research*
Liang, C.C., 2016	Queueing management and improving customer experience: empirical	*Journal of Consumer Marketing*

	evidence regarding enjoyable queues	
Lin, Z., and Bennett, D., 2014	Examining retail customer experience and the moderation effect of loyalty programmes	*International Journal of Retail and Distribution Management*
Liu, J.T., 2016	Research on Taiwan theme parks' experience marketing strategy and revisit willingness, purchase willingness and recommendation willingness	*International Journal of Organizational Innovation*
Liu, W., Sparks, B. and Coghlan, A., 2017	Fun, inspiration and discovery: from momentary experiences to overall evaluations	*International Journal of Contemporary Hospitality Management*
Lu, C. and Liu, S.J., 2016	Cultural Tourism O2O Business Model Innovation-A Case Study of CTrip	*Journal of Electronic Commerce in Organizations*
Lucia-Palacios, L., Perez-Lopez, R. and Polo-Redondo, Y., 2016	Cognitive, affective and behavioural responses in mall experience A qualitative approach	*International Journal of Retail and Distribution Management*
Madzharov, A. V., Block, L.G., andMorrin, M., 2015	The Cool Scent of Power: Effects of Ambient Scent on Consumer Preferences and Choice Behavior	*Journal of Marketing*
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