

# IDENTIFYING FACTORS FOR THE CUSTOMER DELIGHT IN TOURISM INDUSTRY. MODEL AND MEASUREMENT SCALE

**Dalilis Escobar Rivera**

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DOCTORAL THESIS

IDENTIFYING FACTORS FOR THE CUSTOMER DELIGHT IN TOURISM  
INDUSTRY. MODEL AND MEASUREMENT SCALE.

DALILIS ESCOBAR RIVERA

2018





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DALILIS ESCOBAR RIVERA

2018

DOCTORAL PROGRAMME IN LAW, ECONOMICS AND BUSINESS

Director: Marti Casadesús Fa PhD

Co-Director: Alexandra Simon Villar PhD

A thesis submitted on fulfilment of the requirements for the degree of Doctor by the  
University of Girona with International Doctor Mention

Girona, 2018





**Martí Casadesús Fa** (PhD), **Alexandra Simon Villar** (PhD) como director y co-directora de la presente tesis doctoral


DECLAREMOS:

Que el trabajo titulado “Identifying factors for the customer delight in tourism industry. Model and measurement scale” que presenta la señora **Dalilis Escobar Rivera** para la obtención del título de doctora, ha sido realizado bajo nuestra supervisión y que cumple con los requisitos para poder optar a la **Mención Internacional**.

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That Dalilis Escobar Rivera carried out the dissertation entitled "Identifying factors for the customer delight in tourism industry. Model and measurement scale" under our supervision and that it fulfils the requirements for the degree of Doctor by the University of Girona with International Doctor Mention.

Therefore, we sign the present certificate.



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La señora Dalilis Escobar Rivera ha contribuido de forma relevante y específica en la elaboración de esta tesis y de las publicaciones que se derivan en diferentes aspectos:

- Estado del arte y planteamiento del modelo
- Recopilación y tratamiento de datos
- Elaboración de resultados y estadísticas
- Elaboración de los diversos capítulos que componen la tesis
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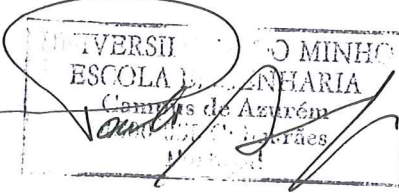
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Tourism customer delight. An affective matter?” Submitted to *Journal of Hospitality and Tourism Management*.
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Identifying and measuring customer delight in the hospitality industry”, submitted to *Tourism Anlysis. An Interdisciplinary Journal*.
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## **Doctoral Thesis by compendium of publications**

### **List of publications derived from this thesis:**

- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Tourism customer delight. An affective matter?” Submitted to *Journal of Hospitality and Tourism Management*.
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Identifying and measuring customer delight in the hospitality industry”, submitted to *Tourism Analysis. An Interdisciplinary Journal*.
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A., Araujo Sampaio, P.A (2019). “Exploring the role of service delivery in remarkable tourism experiences”, **published** in *Sustainability* (Q2 JCR and Q1 in Scopus), DOI: 10.3390/su11051382.



## Intermediate contributions

I would like to highlight that all the work included in the present dissertation contains results that have been presented at international conferences and submitted to indexed international journals included in the Journal Citation Report and/or Scopus.

- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Tourism customer delight. An affective matter?” submitted to *Journal of Hospitality and Tourism Management*.
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Identifying and measuring customer delight in the hospitality industry”, submitted to *Tourism Analysis. An Interdisciplinary Journal*.
- Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. (2018). “Exploring the role of service delivery in remarkable tourism experiences”, **published** in *Sustainability (Q2 JCR and Q1 Scopus)*.

This dissertation is part of the project “Improvement of partnership with enterprises by enhancement of regional quality management potentials in WBC” financed by the Education, Audiovisual and Culture Executive Agency (EACEA), in which the candidate is a researcher.

The realization of this dissertation also allowed for a three-month research stay to the University of Minho in Braga, (Portugal) with Dr. Paulo Alexandre Costa Araújo Sampaio. It has also led to participating in some international conferences and publishing the following diffusion articles:

- 12<sup>th</sup> International Conference on Industrial Engineering and Industrial Management. XXII Congreso de Ingeniería de Organización (CIO) 2018. Presentation: Beyond Customer Satisfaction: Are all customers equally satisfied? Girona, Spain. Article selected to publish in the Journal **Lecture Notes in Management and Industrial Engineering** (Springer).
- 3<sup>rd</sup> International Conference on Quality Engineering and Management (ICQM) 2018. Presentation: Delight in excellent tourism experiences: The role of the exceptional value and the appraisal, p. 56 (ISBN 978-989-20-8521-0). Barcelona, Spain.



- Entrepreneurship and Family Enterprise Research International Conference (EFERIC) 2017. Badajoz, Spain.  
Presentation: Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. Customer delight: a proposal of analysis model looking at the organizational sustainability.
- I Conference of Pre-doctoral Researchers 2017. Girona, Spain.  
Presentation: Escobar Rivera, D., Casadesús Fa, M., Simon Villar, A. Excellence in services: expectations and impact of customer delight, p. 47 (ISBN: 978-84-8458-502-2).
- International Conference of Quality, Management, Environment, Education and Engineering (ICQME) 2016. Petrovac, Montenegro.  
Presentation: Standarization of of management of the delight: A proposal and critical analysis, p. 89 (ISBN 978-9940-527-49-5).
- 2<sup>nd</sup> International Conference on Quality Engineering and Management (ICQM) 2016. Maturity and integration in management systems. Organizational sustainability, p. 245 (ISBN 978-989-20-6814-5). Guimarães, Portugal.

Doctoral Dissertation framed within the reference project “Improvement of partnership with enterprises by enhancement of regional quality management potentials in WBC”: “Group of Research in Process Engineering, Product and Production (GREPP)”, in which the candidate is a researcher and within the programme “Ayudas para la contratación de personal investigador novel (FI-2016)”, financed by the Government of Catalonia and The European Social Found.



*Muchas gracias a todos los que han hecho posible la realización de este sueño, en especial a los que ya no están físicamente pero que aún sin saberlo lo hicieron posible. A los que la distancia mantiene cerca del corazón pero lejos de los abrazos.*

*A mi abuelo por enseñarme a soñar y a mirar la vida con optimismo y a mi abuela por simplemente ser mi "ella" y el yo que quiero ser.*

*A ti mi amor, mi compañero más leal en cada paso de este camino y la persona que me hace enfrentarme a mí misma y me reta a seguir adelante...a ti cariño también pertenece este momento.*



## **Agradecimientos**

Hacer una tesis doctoral y dedicarme a la academia, pero más que nada dedicarme a enseñar es un sueño personal desde que de niña jugaba con el pizarrón y las muñecas, imitando a mi madre en su salón de clases. Muchas circunstancias hicieron que de a poco fueran pasando cosas que me han hecho llegar hasta aquí, he de decir que agradezco cada momento que me ha traído aquí y ahora. Pero sin dudas el viaje se hizo más emocionante y se convirtió en un reto más que profesional cuando "surgió" la oportunidad de venir a Girona. Durante todo este tiempo son muchas las personas a las que quiero expresar mi gratitud y aprecio, espero que todas os encontréis en estas páginas.

Mis primeras palabras de agradecimiento son para mis directores de tesis Dr. Marti Casadesús y Dr. Alexandra Simon. Os coloco juntos en esta oración porque no encuentro cómo agradecer a uno primero que al otro y la verdad me ha costado encontrar las palabras que quiero expresaros. A ambos gracias primero que todo por la oportunidad que ayudastéis a crear para que pudiera estar hoy terminando mi tesis doctoral, por el apoyo y las palabras de aliento en cada paso del camino...y ahora sí, gracias por todo lo que me habéis enseñado, por vuestra guía, por el tiempo que habéis dedicado a correcciones, intercambios y consejos y por motivarme a querer ser mejor cada día. Agradezco la formación académica, pero más que nada la personal y el haber podido contar con vuestro ejemplo.

Durante el desarrollo de la tesis doctoral tuve la oportunidad de compartir durante tres meses con el Grupo de Investigación en Calidad y Excelencia Organizacional del Departamento de Producción y Sistemas de la Universidad de Minho, dirigido por el Dr. Paulo Sampaio al que quiero agradecer especialmente por recibirme, por la colaboración en la investigación y la guía durante este tiempo. A todos mis amigos y colegas de Portugal, a William, Catarina, Ilknur, Pedro, Rui Serra y Rui Pedrosa (los Rui), Mónica, Teresa, Cristina, André. Nuestra foto viendo el partido España-Portugal en el mundial del 2018 está en la nevera junto a la de otros muy queridos amigos.

Quiero agradecer especialmente al Dr. Frederic Marimon de la Universidad Internacional de Cataluña, por darme la oportunidad de aprender a su lado, por la experiencia compartida y por la confianza. A mis compañeros del Departamento de Organización, Gestión Empresarial y Diseño del Producto, en especial a Montse, por el cariño y la ayuda aun estando lejos, no sé qué haríamos por aquí sin ti. A Andrea, Josep, Rudy, Manuel y Gerusa por vuestros consejos y apoyo. A Gerusa por la oportunidad de volver al espacio del aula y disfrutar del momento en el que olvidas los problemas y te dedicas a compartir con tus alumnos.

A mis colegas de la oficina, han sido tres años llenos de momentos bonitos y de muchos cafés y dulces compartidos. Prassana thanks for your advices, academic reviews and interesting social debates, I will be less busy in the future I hope so. Shirin thanks for sharing your experiences with me. Giovanna, gracias por los ánimos sobre todo en esta etapa final y por compartir mi entusiasmo y nervios por este momento.

Alba Manresa (Gordi), no puedo ponerte en la parte académica aunque eres seguramente una de las personas más exigentes y profesionales que conozco. Te convertiste muy pronto en una parte muy importante de mi vida, Alex tenía toda la razón cuando dijo que nos llevaríamos bien. Gracias por tu amistad y por darme la oportunidad de encontrar en vosotros a mi propia familia. Gracias por cada llamada y cada abrazo de apoyo, por las fuerzas, los consejos, por los momentos compartidos y por la sinceridad que encuentro siempre en tus palabras. A ti cuñi, porque eres un buen reflejo de valentía, tus palabras han sido muy valiosas para mí *desde que estamos juntos, perquè volví a escucharte...* modifiqué un pelín la canción de la piña.

El camino de la vida nos deja muchas veces sorprendidos de maneras insospechadas, para mí una de las más agradables sorpresas y de las que me siento más orgullosa es la de haber encontrado una familia maravillosa en Cataluña que ha sido mi rincón seguro. A Carmen, Salva, Álvaro, Sonia, Miki, el avi Miquel, els meus nens Guillem i Pau, us estimo molt, sóc molt afortunada per tenir-los al meu costat. A Nines y Luis, gracias por estar ahí sobre todo en las noches lluviosas de Portugal donde las palabras de Nines eran como las que hubiera dicho mi madre de haber estado cerca.

A mis padres (Martina y Rolando), mi pequeño príncipe (Danny Escobar), mis suegros, Olympia, a tata, Maykel, Jesús y a todos los que durante estos años habéis creído en mí y que me dieron tanto apoyo cuando decidí emprender esta aventura y dejar todo lo que hasta ese momento conocía. Gracias por los valores que habéis ayudado a formar. Papito, gracias por enseñarme a seguir adelante y a levantarme sin importar lo duro de la situación. A María del Carmen, Jenny y Day, os quiero chicas, y hemos cumplido mosqueteras.

Finalmente, y lo dejo aquí porque deberé escribir mucho más que unas líneas, gracias Jorge. Cuando te pedí hace casi tres años que cambiaras toda tu vida para realizar un sueño personal, no dudaste ni un segundo y tú tanto como yo, dejaste atrás toda una vida para acompañarme, de hecho fue de ti de quien escuché que había recibido una beca para hacer mi tesis doctoral, habías recargado más de cien veces la página web para ver si mi nombre aparecía. Por tu respeto hacia mí y mis aspiraciones, por el cariño, la comprensión y las horas escuchándome hablar de artículos, tesis, estadística, por tu apoyo, gracias amor.





## Abbreviations

AENOR	Spanish Association for Standardization and Certification
CA	Cognitive Approach
CB	Customer Behavior
CD	Customer Delight
CJ	Customer Journey
CS	Customer Satisfaction
DES	Differential Emotional Scale
DPT	Discretionary Preferential Treatments
EA	Emotional Approach
ET	Emotional Theories
INE	National Institute of Statistics in Spain
ISE	Idiosyncratic Service Experience
JCR	Journal Citation Reports
MDL	Memory-Domain-Logic
NA	Negative Affective
NT	Need's Theory
PA	Positive Affective
PSBC	Psychological Sense of Brand Community
RM	Relational Marketing
SD	Service Delivery
SDL	Service-Domain-Logic
TCE	Transcendent Customer Experience
WOW	Word of mouth
WTTC	World Travel & Tourism Council



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## **Abstract**

The main objective of the present dissertation is to empirically identify customer delight in customer's most memorable experiences in the context of tourism services. Specifically, the aim of the present dissertation is to explain to what extent customers achieve to a delighted state and what factors influence it them, grouping available statements in the literature by developing a research model and measurement scale.

Data for this study were obtained through a survey applied to tourists face-to-face and by online channels in Spain and Portugal; surveys were development in Spanish, English and Portuguese. The first sample encompasses 400 cases adds to 119 obtained in the second period during a research stay in the University of Minho summarizing within total of 519 responses.

Data are analyzed and showing delighted, most than satisfied and satisfied customers through the application of the scale regarding the effect of cognitive-affective antecedents. Results also describe differences about the impact of the variables in both dimensions (cognitive and affective) separating the sample by sub-samples taking into account the type of service, and about how the contingency factors interact for the elicitation of the delight state.

The study provides an original contribution to deeper understand how customers appraise memorable experiences supporting that cognitive-affective antecedents affect the positive affective state of delight. The study group, for the first time, emotions in an affective dimension independently, beyond of traditional conceptualizations of delight based on basic emotions's test. As well as, the present thesis contributes to find other variables for delight identification. This is a relevant statement for the sustainability of the tourism industry in future, focusing to increase competitive advances by managing the happiness ideal of customers and customizing services.



## **Resum**

L'objectiu principal de la present tesi doctoral és identificar empíricament el grau de deleite que tenen els clients basant-nos en experiències viscudes en l'àmbit de la indústria turística en serveis que per ells recorden com excel·lents. Específicament, l'objectiu és explicar com els clients arriben a un estat de deleite i quins factors són els que més influencien per aconseguir-ho. Aquest fet, juntament amb la literatura existent, ens permet desenvolupar un model teòric i una escala de medició del deleite.

Les dades emprades en aquesta tesi van ser obtingudes a través d'una enquesta contestada online i auto-administrada per turistes que es trobaban a Espanya i Portugal; l'enquesta es va traduir en espanyol, anglès i portuguès. La primera mostra inclou 400 casos als quals es sumen a les 119 respostes obtingudes en un segon període durant l'estada de recerca a la Universitat de Minho, arribant a un total de 519 casos.

Les dades analitzades mostren tres possibles comportaments: clients deleitats, més que satisfets i satisfets els qual es mesuren mitjançant l'aplicació de l'escala en relació a l'efecte d'antecedents cognitiu-afectius. Els resultats també descriuen les diferències en relació a l'impacte de les variables en les dues dimensions, cognitiva i afectiva. D'aquesta manera es separen en sub-mostres segons el tipus de servei fet que permet estudiar els factors rellevants que interactuen entre si per assolir l'estat de deleite.

La present dissertació contribueix a entendre més profundament com els clients aprecien les experiències excepcionals viscudes apuntant quins antecedents cognitiu-afectius influeixen l'estat positiu de delite. La tesi agrupa, per primera vegada, les emocions en una dimensió independent, més enllà de les conceptualitzacions tradicionals del delite basant-se en la comprovació de les emocions bàsiques. A més, troba altres variables per a la identificació del deleite com a constructe.

Així doncs, aquest és un tema rellevant per a la sostenibilitat de la indústria turística en un futur, s'enfoca a incrementar els avantatges competitius manejant l'ideal de felicitat dels clients i personalitzant el servei.



## **Resumen**

El objetivo principal de la presente tesis doctoral es identificar empíricamente el deleite de los clientes en recuerdos de servicios excelentes, contextualizado en la industria turística. Específicamente, la meta es explicar cómo se alcanza este estado y qué factores lo influyen. La investigación agrupa las contribuciones disponibles en la literatura en un modelo teórico y una escala de medición del deleite.

Los datos que sustentan los resultados se obtuvieron a través de una encuesta aplicada de forma auto-administrada individual y online a turistas en España y Portugal. La encuesta se desarrolló en español, inglés y portugués. La primera muestra abarca 400 casos a los que se suman 119 más, obtenidos en un segundo período durante una estancia de investigación en la Universidad de Minho, sumando 519 respuestas en total.

Los datos analizados muestran a los clientes agrupados en tres comportamientos ascendentes: deleitados, más que satisfechos y satisfechos a través de la aplicación de la escala en relación al efecto de antecedentes cognitivo-afectivos. Los resultados también describen las diferencias en relación al impacto de las variables en ambas dimensiones (cognitiva y afectiva) separando la muestra en sub-muestras por tipo de servicio y cómo los factores relevantes interactúan entre sí para alcanzar este estado.

El estudio provee una contribución original para comprender en profundidad cómo los clientes aprecian las experiencias memorables apuntando los antecedentes cognitivo-afectivos que más afectan el estado positivo de deleite. La tesis agrupa, por primera vez, el estudio de las emociones en una dimensión independiente, más allá de las conceptualizaciones tradicionales, basándose en la comprobación de las emociones básicas. Además, la tesis doctoral contribuye a encontrar otras variables para la identificación del deleite como constructo. Este es un tema relevante para la sostenibilidad de la industria turística en el futuro, enfocada a incrementar las ventajas competitivas manejando el ideal de felicidad de los clientes y personalizando el servicio.





## **Chapter 1. Introduction**

The expansion of a service-oriented economy and customers in the center of the business model are two facts leading the strategic reality of the organizations. The National Institute of Statistics in Spain (INE, according to the Spanish acronym), report that the exportation of services shows an increment of 3.3% during the year 2017, reaching 16,946.6 million of euros. While service's importation increase in 6.8% in annual rate, which implies about 11,518.6 million of euros. Data show a growth trend reflected also in tourism services (INE, 2018) reaching historical records of accommodation and profits with highly favorable estimates globally.

In fact, the World Travel & Tourism Council (WTTC) is quantifying the economic and employment influence of travel and tourism declaring 2017, as the year of the tourism. In the annual report of WTTC covering 185 countries and 26 regions of the world, experts summarize in 15.4 billions of euros the contribution of travel and tourism in Gross World Product (GWP). The WTTC expects end 2017 with rising by 5.0%, and rise by 2.7% over the next ten years to 21.2 billion of euros in 2027 (WTTC, 2017). Spain appears in the ninth position of the ranking among the most popular destinations in the world. Thus, is understandable the need to growth in to deliver excellent tourism services.

Maintaining this level of competitiveness in the tourism industry in particular, depends on to achieve excellence in the offer and delivery of services (Johnston, 2012), which translates to not only satisfy customer's needs or customer's expectations, but also delight them. The delight construct was introduced in the literature of Relationship Marketing (RM) initially as the natural evolution of satisfaction (Torres and Kline, 2006) related to the creation of loyal attitudes in customers (Hasan et al., 2011; Torres and Kline, 2006). Delighting costumers involves aspects of physical quality (Harrington et al., 2018; Kim and Perdue, 2013) and emotions (Arora, 2012; Ouyang et al., 2017; Soscia, 2007) that create a costumer-organization connection during the experience with the service.

On the face of it, the use of customer delight (CD) beyond customer satisfaction (CS) to describe the new standard in customer service, might seems just the latest "universal remedy" as posit Ludwig et al. (2017). CD as is one of the four main principals of Total Quality Management (TQM) (Yang, 2011), nevertheless, correspond to the RM's field and not to quality or management field the recent development and authors' interest in

the construct. However, the quality's movement is assuming that enterprises have reached a certain well-balanced level of quality and they need more, they require building CD within offers.

This overall picture, between the service-oriented economy and the growing needs of customers in a globalized context, has contributed to impulse initiatives as the publication at the end of 2015 of the specification UNE-CEN/TS 16880 by the Spanish Association for Standardization and Certification (AENOR). The objective of the specification is the creation of exceptional experiences in customers through the excellence in the service including a set of principles to delight.

Thus, the publication of the UNE-CEN/TS 16880 and the growing interest of the researchers in the delight concept have suggested to the Group of Research in Process Engineering, Product and Production where the author of the present thesis is a researcher a new line of research that we present in this dissertation. In fact, the research group in which the dissertation is framed has been characterized since the beginning by two main principles. Firstly, advance in novel research aspects related to quality, quality standards and customer satisfaction. Secondly, we always expect that results could be useful for the business sector. Therefore, the present dissertation follows these same principles and strives to provide statements aimed to identify transcendental experiences in customers indicating a state of TQM within enterprises.

The literature review points to the conceptualization of delight from a cognitive approach as response to the customer's needs or expectations (Liu and Keh, 2015), from an emotional approach taking into account positive emotions as joy or surprise (Torres and Kline, 2013), and recently, with an experiential approach assuming the co-creation of value between customer and organizations (Butori and De Bruyn, 2013, Vargo et al., 2008). From these approaches, literature encompasses statements starting by Oliver et al. (1996) majorly focus on testing the relationship between the antecedents (the stimulus) (Ball and Barnes, 2017; Bartl et al., 2013; Kumar et al., 2001; Preko et al., 2014) and consequences (post-consumption behaviors) (Ali et al., 2016; Kang, 2015; Tokman et al., 2007) to differentiate between delight and satisfaction (Finn, 2012; Purohit and Purohit, 2013). The first two approaches (cognitive and affective) correspond to understanding delight as behavior, while the third one (experiential) is more related to the possibility of delight as state (Torres and Ronzoni, 2018). The available literature suggests that there are numerous theories in each approach translated in a partial

overview of the construct, evidencing among others the following issues:

- The delight construct is motivated by the evolution of satisfaction, and it is not clear how to assess it independently. There is a partial overlap of both constructs.
- Lack of consensus about if CD have to be conceptualized and identified as behavior or state (Torres and Ronzoni, 2018)
- Lack of consensus about theories that better explain CD in each approach identified in the literature
- Lack of boundaries to delineate the scope or contextual circumstances in the construct definition
- Delight construct is largely related to an emotional or affective component limited by the small number of variables studied within this component and its distribution

From these lacks, the availability of empirical instruments to identify delight in customers responding to a more precise and comprehensive construction constitutes, in opinion of several recognized authors, the most imperative limitation (Torres and Ronzoni, 2018). Therefore, within the framework of this doctoral thesis the lack of operational measures to identify CD is the main issue to solve. As a result, a very limited number of delight measurement scales were identified corresponding to Hasan et al., 2011; Kwong and Yau, 2002; Liu and Keh, 2015; Torres and Ronzoni, 2018. Two of the scales have not been tested empirically and therefore there are not enough elements to corroborate their reliability, although they correspond to widely referenced works within the field.

In light of that, the present dissertation identifies CD and to what extent recognized approaches of CD's construct affect to warrant this state in customers with positive experiences in tourism services. This doctoral thesis aims to group and analyse the critical factors contributing to CD in customers. It also attempts to fill the gap in recent and relevant international research between the theoretical positions and available operational measures within delighted customers, with special emphasis on emotions and development measures carried out for delight as factor. Thus, the present thesis focuses on emotional and cognitive dimension as one of the most important elements evoking CD and proposes to integrate the variables describing the experiential character of positive experiences directly as delight measures to enhance firm's customer-oriented.



## **Chapter 2. Research objectives**

The main objective of the present dissertation is to empirically identify CD in customer's most memorable experiences in the context of tourism services. The identification of delighted customers will provide information to analyze the underlying factors in excellent services appraisal when were exceed the threshold of satisfaction.

Arguments back up in the introduction chapter based on author's statements about CD suggest the lack of clarity about the main theories building the construct of CD. Contributions suggests that a largest number of cognitive (i.e. staff attitude) and affective attributes (i.e. joy) could independently affect delight behaviors in customers (Kwong and Yau, 2002; Liu and Keh, 2015; Oliver et al., 1996; Torres and Ronzoni, 2018). Besides, the absence of a valid and reliable scale to measure it forced early researchers to adapt some alternatives more familiar with the disconfirmation paradigm equating higher levels of satisfaction with CD (Keiningham et al., 1999). Available instruments to measure delight are limited in literature and, to assess positive and negative emotional states (delight and outrage) at the same time implies a lack of empirical evidence in the identification of the behavior (Laros and Steenkamp, 2005). This leads directly to the next research objectives:

1. To explore the construct of CD in relation to the different positions assumed by authors and grouping that positions to establish the dimensions, factors, and variables that affect the assess of delight.
2. To develop a theoretical model that expresses the relationship between the identified factors and explains the CD.
3. To design a measurement scale of CD.

Regardless CD's empirical studies carried out to support positive relations about delight emotional or cognitive antecedents, most of them corresponds to hotel or shopping experiences (Goswami and Sarma, 2014; Serra and Salvi, 2014; Torres and Kline, 2006). Therefore, authors like Collier and Barnes (2015) highlight that variables affecting a delight state in customers could be different in relation to the analyzed service. Therefore, the inference of these statements leads to the question of whether factor and variables should be more important in order to benefit the evocation of the delight state in customers within the tourism industry. In light of that, the present dissertation posits a fourth objective:

4. To validate the proposed scale in positive tourism experiences, including different

types of services in order to explore the variability of the factors in tourism experiences and identify delighted customers.

The concept of delight providing a remarkable experience to customers that focuses on customer's needs, interests, and wishes leaves them to appraise service quality and service delivery factors represented in the cognitive antecedents of delight, as well as emotional ones in different ways. From the extant literature, it was evidence that while quality is only indirectly related to perceived value and satisfaction (Honoré, 2012), service delivery components as the staff has a direct relationship with customer's external behaviors (Barnes et al., 2014). Thus, the question that then arises for tourism services is the extent to which the contingency factors of CD interact to evoke it. Thus, this dissertation posits a fifth objective:

5. To explore empirically the relationship between the determinant factors of the CD.

These general objectives allows specifying the contribution of the thesis in two essential components: (1) a foundation model, which reflects the CD construct with a cognitive- affective-experiential approach (2) a delight measurement scale, based on the proposed model that explains the relationships between the factors identified.

## **Chapter 3. Customer delight: Literature review**

### *3.1 Literature review methodology*

The literature review is a critical point in the research because allows to describe how the proposed research is related to prior research and to justify the relevance of the research problem. For that reason, to conduct the literature review this chapter responds to an organized process:

Literature review process encompasses three main steps:

- (i) selecting significant literature to the construct following five steps (see Figure 1);
- (ii) categorizing the significant literature focus on to group positions;
- (iii) analyzing the literature according to the approaches identified.

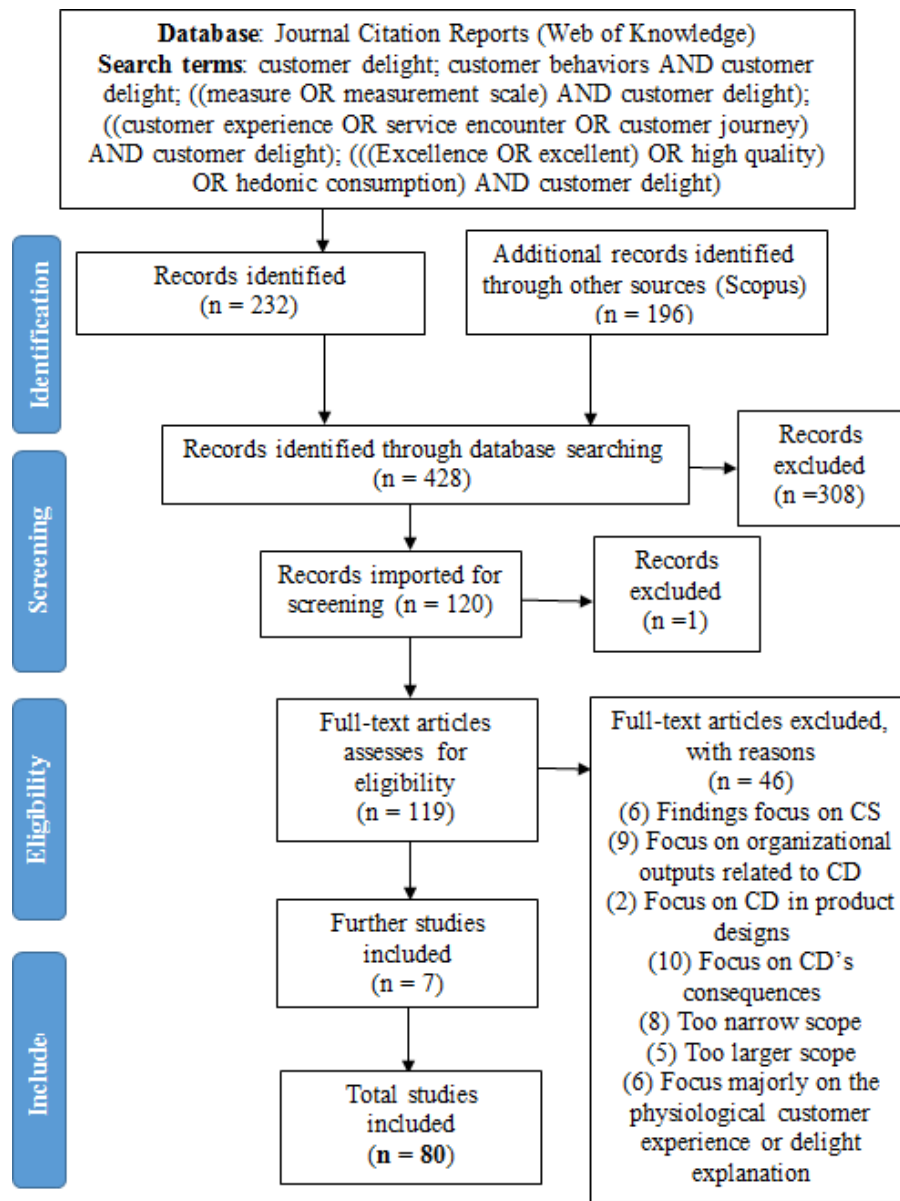
It should be noted that most of the literature in the dissertation and in fact literature in the present charter correspond to research articles indexed in recognized databases.

#### *3.1.1 Article identification and selection*

To provide a comprehensive revision of the topic, articles included in this synthesis were selected following the steps as illustrated in the Figure 1. The search strategy considers two main sources: Journal Citation Reports (JCR) database and Scopus database, also aimed to guarantee a high degree of quality and impact of the articles. As a first step, the searching strategy, cover contributions from 1984-to July 2018, taking into account three years after the first publications on the field starting by Conte and Plutchik (1981). Thus, key words include CD, CD and customer behavior (CB) to get researches from adapted psychology (Verastegui-Tena et al., 2017). Moreover, CD has been related to a reaction that customers have in experiences providing an unanticipated level of value or satisfaction (Alba and Williams, 2013). In consequence, searching strategy includes CD related with customer experience or other widely recognized synonymous as customer journey (CJ) or service encounter (Kranzbühler et al., 2018). Finally, authors consider searching studies providing identification or measures of the CD. Initial searches generate a set of 428 articles; from there some limits were establishment: (1) articles published only in English and peer-reviewed, (2) higher citation indexes and, (3) restricted to business, management, and behavioral sciences journals. Then, duplicated records were removed (130) and the remainder-removed records (178) are not focus on the main topic of the article.



**Figure 1** Literature selection and eligibility criterias. Diagram-flow



**Source:** Own elaboration

From the first set of articles (120), only one was removed (editorial article) yielded a set of 119 articles. These 119 articles were screened and 46 records were removed. The reasons for full-text articles exclusion were the aim of the contributions i.e. articles related with CS which do not allow to better understanding CD construct. Authors remove articles with too narrow or too large contributions i.e. focused on CD's consequences as loyalty or positive worth of mouth (WOM) as main research subject. Figure 1 shows in detail the number of articles removed in each step. During the review, seven articles were added based on cross-references. Thus, total articles as main literature of the research sum in total 80.




### *3.1.2 Article categorization*

Article categorization is based on the different approaches recognized in the literature. According to Torres and Kline (2013) and Torres and Ronzoni (2018), most of the definitions of CD stress one of the three components: affective, attitudinal or motivational explained from a large set of theories. The affective approach reflects the emotional responses from disconfirmation (Liu and Keh, 2015) and encompasses thesis i.e. CD result from joy and surprise. The attitudinal approach is about a particular brand-attitude (Holbrook and Hirschman, 1982) of customer perceptions beyond the zone of tolerance understanding as the difference between the desired service and the level of service considered adequate Parasuraman et al. (1988). Finally, the motivational approach reflects how the individual needs and desires influence the direction of the CB (Shneider and Bowen, 1999). Thus, authors such as Kwong and Yau (2002) and Liu and Keh (2015) suggest a cognitive dimension of CD, based on results from attitudinal and motivational theories application, but fewer studies integrate this categorization in CD's identification. On the other hand, Torres and Kline (2013) refer that CD have been analyzed by considering as a behavior and state, an unsolved lack in the construct. The CD related to a behavior is more focus in emotional reactions receiving the service while CD as a state is more related with the customer experience (Torres and Kline, 2013; Verma, 2003). In light of that, was included the approach of CD in relation to customer experience.

Thus, articles' categorization was development by approaches (cognitive, affective and experiential) in a first step, covering the main theories and contributions in each case. The experiential approach includes statements combining physical service quality as a cognitive expression and emotions for the global well-being of customers (Menon and Dubé, 2000). Table 1 summarizes the three conceptualizations proposed by the authors in this dissertation and synthesis main theories explaining the construct and their relationships in each case. Then, the analyses focus on different positions in the literature about nature (attitudinal, motivational, emotional, and experiential) of the previous research, graphically represented by arrows. Table 1 also includes the identification of antecedents, consequences, and a sample of related studies and general close-up thoughts.

**Table 1** Summary of theories and contribution in customer delight construct **Source:** Own elaboration

	<b>Cognitive approach</b>	<b>Affective approach</b>	<b>Experiential approach</b>
<b>Key theories</b>	<p><i>Disconfirmation-expectation theory:</i> If the customer expectations are exceeded, it gives rise to CD</p> <p><i>Need's theory:</i> The fulfillment of needs it gives rise to CD</p>	<p><i>Evolutionary-expressive theory of emotions:</i> The emotions are based on evolutionary behaviors</p> <p><i>Psycho-physiological theory:</i> The emotional experience related to the nervous system</p> <p><i>Neurological theory:</i> The emotions come from specific centers of the nervous system</p> <p><i>Cognitive emotional theory:</i> Emotions are a consequence of cognitive processes</p> <p><i>The differential emotional theory:</i> emotions come from an individual subjective assessment</p>	<p><i>Experienced utility:</i> experiences are influenced by previous expectation levels and customers heterogeneity (Kranzbühler et al., 2018)</p> <p><i>Service-Domain Logic:</i> services and related experiences are fundamental to all business, and the value they create is subjective, contextual and experiential in nature (Kranzbühler et al., 2018)</p> <p><i>Memory-Dominant Logic:</i> Internal and external engagement, emotions and evocation to create value-in-memory (Harrington et al., 2018)</p>
<b>Key findings</b>	<ul style="list-style-type: none"> <li>-The positive disconfirmation combined with a feeling of surprise allow arising the emotion of CD and negative disconfirmation expectations can origin disappointment and then outrage</li> <li>-Interpersonal behavior attributes better discriminate between CS and CD (Kumar and Iyer, 2001)</li> <li>-Customers can experiment assimilated delight, reenacted delight or transitory delight in their interactions according to their memories.</li> <li>-Basic and hedonic needs it gives rise to CD</li> <li>-More than satisfied customers would imply delighted customers</li> <li>-Needs are the core of the well-being</li> </ul>	<ul style="list-style-type: none"> <li>-Delight/outrage are functions of surprising/unsurprising consumption, arousal, and positive/negative affect (Arnold et al., 2005; Oliver et al., 1996).</li> <li>- CS and CD is about the intensity of different arousal levels</li> <li>-Delight is related to the emotions of joy, thrill, and exhilaration (Kumar et al., 2001)</li> <li>- The antecedents of CD are supported by the cognitive appraisal theory (Ma et al., 2013)</li> <li>-Affective approaches had a gather impact on CD</li> <li>-Employee's positive affect influencing CD behaviors (Barnes</li> </ul>	<ul style="list-style-type: none"> <li>-Delight as a result of the experiences in customer value chain (customer relationship management, supply-chain management, employee relationships management, and partner relationships management) (Mascarenhas et al., 2004).</li> <li>-The customer as co-creator of value in service to delight</li> <li>-The Idiosyncratic Service Experience (ISE) (Collier et al., 2018) as expression of the interpersonal aspects that create unique service experiences bring about CD</li> <li>-Emotions (happiness, love, pride) as mediation factors in the consumption experience</li> <li>-Initial development of value-in-memory concept based on customer happiness during the experience</li> </ul>

	<p>state. Hedonic, eudaimonic, and social values led to well-being improvement, supporting that needs fulfillment with the same nature are the mechanism of improving well-being (Kim et al., 2017). CD beyond basic needs.</p> <p>-When the employees' needs are satisfied the effort will transfer to customers (Alexander 2010)</p> <p>-CD is affected by cultural, personal and geographical aspects (Torres et al., 2014a, 2014b)</p>	<p>et al., 2013)</p> <p>-Hedonic aspects on the consumption are related to CD (Kim and Mattila, 2013)</p>	<p>-To maintain long-term and emotional bonds with customers through co- creation of memorable experiences (Vargo et al., 2008).</p> <p>-Customers can experiment with charismatic, fulfillment, problem resolution, professional and comparative delight (Mascarenhas et al., 2004; Torres and Kline, 2013)</p>
<b>Antecedents of CD</b>	Arousal, positive affect, surprise, high positive disconfirmation, goal importance, and appetitive goal congruence.		Touchpoints, discretionary preferential treatments (Butori and De Bruyn, 2013), psychological sense of brand community
<b>Consequences of CD</b>	The desire for further pleasurable service, loyalty (cognitive, affective and conative loyalty), re-purchase intentions, positive WOM, customer retention		Customer, service and brand community engagement, customer reciprocity (Zhang et al., 2018), customer and staff engagement (Keeyes and Huemann, 2017)
<b>Some related studies in the article</b>	(Keiningham and Vavra 2001; Oliver et al. 1996; Shneider and Bowen 1999; McNeilly and Feldman 2006; Torres et al. 2014; Torres and Kline 2006; Torres and Kline 2013; Liu and Keh 2015)	(Oliver et al. 1996; Finn 2005; Loureiro 2010; Loureiro et al. 2013; Vanhamme 2008; Irabatti 201; Rychalski and Hudson 2017)	(Alba and Williams, 2013; Butori and De Bruyn, 2013; Sumathisri et al., 2012; Zhang et al., 2018)
<b>The role of CD</b>	<p>Attitudinal and motivational CD</p> 	<p>Behavioral CD</p> 	
	<p>CD as state</p> 		
<b>Meaning of CD</b>	Delight research have focus in conceptual discussions to establishment the theoretical borders to distinguish between CS and CD, derived in a lack of consensus. CD plays a role of troubleshooter for customer's behaviors less unknowing (i.e. decreased loyalty rates with higher satisfaction).		Delight is moving forward the phase of initial development and it consolidates in RM field. However could be considerate as an umbrella construct.

### *3.2 From customer satisfaction to customer delight*

Much literature has been written recently about the evolution from CS to CD (Barnes et al., 2015). Literature in RM encompass initially two main groups of studies were could be located a considerable number of contributions. First, insights emerge from cognitive approaches (CA) understanding the processes of customer assess by attitudinal and motivational theories (Torres and Ronzoni, 2018). The second groups of insights emerge from emotional approaches (EA), since Oliver et al. (1996) related with emotions as joy and surprise, also from several theories. Despite contributions, there are a lack of consensus about the contingency factor to delight and what theory had better explain CD. Besides, empirically, there is less research focus on provide consist measure of the construct (Torres and Ronzoni, 2018).

Meanwhile, another approach concerning this issue is to accomplish customers' behaviors in delighted service encounter also related with delivery excelling services Zhao et al. (2018) and the concept of customized encounters to evoke positive emotions. Thus, literature should focus also to a service-oriented and experiential-perspective giving so much significance to the cognitive and sensory attributes as to the affective attributes (Kim and Perdue, 2013). The foregoing ideas have attempted to consider a third approach more related with CD within the customer experience.

From this previous idea, it is logical to think that a further derivation tied to the transformation of a value to memories unique service experiences. Harrington et al. (2018) recently support this discussion, and highlight that memorable experiences lead to CD driven by their understanding of the value-in-memory process. This value emerged also from the co-creation of value and the Service Domain Logic (SDL) proposed by Lusch and Vargo (2006) previously. The foregoing ideas have attempted the need to discuss deeper the role of theoretical approaches and insights about CD literature according to this main categories: cognitive affective, and experiential.

### *3.3 The cognitive approach of customer delight*

Kim and Perdue (2013) define the cognitive attributes as physical dimensions or non-physical qualities that satisfy utilitarian needs and provide functional benefits or value. As such, the cognitive approach summarizes both extended theories to explain CD according to the literature (See Table 1). The cognitive attributes reflect an attitudinal or motivational trend, based on expectations measures or human needs, as antecedents of CD, understanding through the tolerance zone's interpretation. The

tolerance zone conceptualization was introduced by Parasuraman et al. (1988) and then adopted to identify CD beyond CS by Keiningham et al. (1999). In light of that, Torres (2014) explainu the difference between CS and CD underlining that delight is more affective, whereas satisfaction is more attitudinal (Liu and Keh, 2015; Torres and Ronzoni, 2018; Zhao et al., 2018).

The expectancy-disconfirmation theory describes how the customer can confirm in a positive or negative way previous expectations and perceptions \*Torres et al. 2014). Applying this theory to delight if the customer expectations are exceeded and are pleasantly surprised, then is delighted (Finn, 2005; Torres and Kline, 2006; Ali et al., 2016) whereas negative disconfirmation expectations can origin disappointment and then, outrage (Liu and Keh, 2015). Thus, if applying a satisfaction measurement scale customers leave the established ranges by the reference scale, these customers are equally delighted (Vanhamme, 2008). Nevertheless, studies have shown that high levels of CS should not be equated with CD (Preko et al., 2014) because they show different antecedents and consequences. The continued growth of the expectations is an essential issue for researchers. Johnston (2012) considers customer's expectations continually exceeded unjustifiable from an economic point of view.

All in all, Barnes et al. (2015) argue how CD's studies have been a focus on a cost-perspective coming from the perception of delight as overly costly in part, by the persistent conception of delight as surprise and joy, and in a customer-perspective (Ball and Barnes, 2017). The customer-perspective by the other hand focuses on to maintain long-term and emotional bonds with customers co-creating memorable experiences (Zhang et al., 2018). Ball and Barnes (2017) strive to introduce a new perspective: the frontline employees, concluding that that there are more effective ways to delight based on the staff impact on customers' external behaviors (Barnes et al., 2014, 2015; Milliman et al., 2018; Wang et al., 2017). Besides, further and recent studies start to point out the positive significance of a service-oriented approach of CD focused on other service delivery components independently of the staff (Mamat et al., 2014; Wang et al., 2017).

Oliver et al. (1996) who start the hypotheses validation about CD in RM based on Plutchik (1980) explore a positive relation among disconfirmation, positive affect, and delight. Later, Finn (2005) adds another relation to Oliver et al.'s (1996) model between disconformity and arousal, evidencing differences between satisfaction and delight, to

establish the first one as antecedent. According to the author, the model first goes by disconfirmation →satisfaction→ intention (classical satisfaction paradigm) and then by, surprising consumption →arousal→ positive affect→ arousal→ delight (emotional paradigm) (Finn, 2005). Thus, authors such as Preko et al. (2014) indicate satisfaction and delight as different but related constructs. While, in many cases, satisfaction is also considered an antecedent of CD, for instance by Preko et al. (2014) regarding the expectations group's affecting behaviors like loyalty or repurchase intention Torres and Kline (2006). Thus, this is one of the most interesting issues about the CD.

The cognitive attributes on CD's conceptualizations are familiar to the disconfirmation paradigm as part of excellence models like Kano's model or SERVQUAL (Parasuraman et al., 1988). For instance, Kumar and Iyer (2001) validate some hypothesis about how positive affect the service characteristics in a customer-staff relationship to delight. A positive relationship was found between cognitive variables like the explanations, staff attitude, service time, personal effort and capacity for conflict resolution to CD (Arnold et al., 2005; Preko et al., 2014).

Shneider and Bowen (1999) test two models, one based on the expectancy-disconfirmation theory and another based on the need's theory (NT). As a result, the first one does not explain the customer's changes in both directions (delight and outrage) hence; they considered a better explanation to evoke delight the NT. Consequently, Ma et al. (2013) argue another disagreement in literature regard the difference between needs satisfaction and attribute satisfaction explaining that "needs satisfaction is more likely to be expressed as an emotion" (Ma et al., 2013, p. 4) and affirm that personal needs determine customer expectations.

Needs initially identified in Maslow's pyramid in five levels are different for each person and their meaning in CD is motivational (Torres and Ronzoni, 2018). Initially, CD comprised the extent of fulfillment in three basic needs: security, justice, and self-esteem Schneider and Bowen (1999). However, recent studies are moving forward to classify needs into three groups: "(1) hedonic needs (i.e., pleasure attainment and pain avoidance), (2) eudemonic need (i.e., personal growth, and self-actualization) and (3) social need (i.e., feeling connected with others)" (Kim et al., 2017, pp. 310). Authors argue the positive impact especially of the hedonic needs fulfillment in states as delight in pleasurable events (Ma et al., 2013; Kim et al., 2017). In a similar manner, Alba and Williams (2013) clarify that hedonic needs are linked to power and affiliation

recognition in the society; while hedonic consumption is based on what customers expect will be pleasurable.

Since, Diener and Seligman (2002) have been examining how need's fulfillment result in a global well-being state and then, in delighted customers influenced by social, cultural or environmental factors. Thus, academia assumes that customers like to get special and enjoy customized services. In this line, Butori and De Bruyn (2013) associate CD with the idea of customer heterogeneity based on individual needs. The arguments given above agree with Ekinici et al. (2008) supporting two cognitive dimensions: physical quality and staff behavioral. In light of that, Chun/Wang et al. (2016) suggest that i.e. the empathy dimension of SERVQUAL support the significance of individual customer needs and service's accessibility.

Liu and Keh (2015) is the first operational measure proposing a cognitive dimension to CD based on both, the disconfirmation theory and NT, although Kwong and Yau (2002) identified 25 key drivers of CD based on five cognitive dimensions: justice, esteem, security, trust and variety (Torres et al., 2014b). The Kwong and Yau's conceptualization has not been tested until now as the recent contribution of Torres and Ronzoni (2018).

Schneider and Bowen (1999) and Berman (2005) explain the differences between being a focus on expectations and needs. For the authors, the expectations are focused on delivery attributes while the needs allow to arrive at a true services customization and deeper into the customer's states to manage them. This lack of consensus about what theory had better explain CD or about their combination is also based on the idea that to evoke delight in customers can result in higher future expectations and the firm will have more difficulties to maintain it over time (Arnold et al., 2005). Additionally, previous studies did not investigate and integrate the combined and the differential effect of cognitive factors generated from delighted experiences on customers in order to further verifying the nature and interaction of such relationships.

#### *3.4 The affective approach of customer delight*

Delight concept was introduced following since the beginning an affective approach by Oliver et al. (1996) based on Plutchik's (1980) identification of eight primary human emotions (joy, acceptance, fear, surprise, sadness, disgust, anger, and anticipation). The combination of these primary emotions gives rise to secondary emotions. Oliver et al.



(1996) conceptualize CD as a secondary emotion result from joy and surprise. Among its most significant contributions in Oliver et al. (1996) is the conceptualization of CD without relation to intention, and independent of satisfaction or even extreme satisfaction (Alexander, 2010). This study put the delight on academics' debates and others authors such as Kumar et.al (2001) replicated the study. Plutchik's (1980) statements are the main reference on delight literature but other emotional theories (ET) can also explain customer's behavior with different perspectives summarizes in Table 1 based on Bigné and Andreu's (2004) criterion.

If we analyze the researches in RM area regarding delight, the most commonly used theories are the evolutionary-expressive theory of emotions (Oliver et al., 1996) and the cognitive emotional theory (Liu and Keh, 2015). However, in the last year's many authors are agreeing with other theory presented by Izard (1997): the differential emotions theory where the authors recognize the emotions generated from individual subjective assessment as consequence of cognitive processes (Ali et al., 2016). They also accept the influence of cultural and environmental factors experimented by people in their daily life and the interaction between cognitive and affective processes (Ali et al., 2016). In consequence, Bigné and Andreu (2004) explain three essential components of emotions: cognitive, sentimental (known in the RM as an emotional component or directly emotion) and the experiences. In the last decades, the research focuses on emotions as a distinctive factor to delight. Simó (2003) and Watson and Spence (2007) recognize three fundamental and generally accepted approaches in this context applied in delight conceptualizations where can be located the theories referenced above:

- (1) *The categories*: grouping emotions from their similarity, for example, Plutchik (1980). They consider emotions like differentiable and knowable.
- (2) *Dimensions*: use valence and arousal combining affectivity dimensions (positive/negative) with activation (high/low) to describe the qualities of feeling states (Mattila and Wirtz, 2000).
- (3) *Cognitive appraisals*: event's characteristics interpretations combined to cause particular emotions (Watson and Spence, 2007); explains an individual emotional response for each one even with the same stimulus (Smith and Lazarus, 1993).

According to Watson and Spence (2007) after an extensive analysis, the first two approaches are more popular because from a physiological point of view, authors

identify delight combining high pleasure (joy, elation) and high arousal or with a categorical approach. Kumar et al. (2001), for instance, demonstrate that customers evoke delight with or without surprise, an essential factor in Oliver et al. (1996) and theorize about two fundamental delights (magical and real) according to presence/absence of surprise as antecedent. For Kumar et al. (2001) surprise decrease in importance if customers feel more captivated with the service, conceptualizing delight from joy, thrill, and exhilaration. Literature encompasses opposite criteria regard surprise, authors like Crofts and Magnini (2011) for instance, return to the idea of their key role coming back to Oliver et al.'s (1996) approach. However, for many authors the appraisals theory -considered emergent- can better explain customer's behaviors like delight as a mediator between the stimulus (antecedents) and the consequences (Liu et al., 2016).

The main issue in ET implementation explains customer's behavior and specifically, delight, is "the structure and content of emotions" Laros and Steenkamp (2005, p. 1437). Some proposals are limited to include only a few components in the affective model -with positive or negative activation- or even to study them in a combined way as Liu and Keh (2015). Emotions have two activation levels or as explain Laros and Steenkamp (2005) a two-dimensional character. This character justifies investigations where authors study at the same both sides. Regarding this combination Laros and Steenkamp (2005, p. 1438) explain "(...) should not be combined with broad emotional factors because each emotion has a distinct set of appraisals".

The so-called appraisals theory (Smith and Lazarus, 1993) explains an individual emotional response for each one through different and opposing appraisals assess. Appraisals include a range of dimensions such as goal relevance, goal congruence, coping potential and future expectancy (Liu et al., 2016). Therefore, study only part of these emotions to explain a complex concept like delight is not sufficient. The way should be to study broader appraisals range on the positive affectivity model and their combination separated of the CD conceptualization in itself. For instance, Ball and Barnes (2017) recently evaluate gratitude also as an antecedent of delight. Therefore, Laros and Steenkamp (2005) integrate emotions in marketing studies in a model with three levels, rethinking how to evaluate feelings based on basic emotions. Basic emotions such as fear or happiness are universal (Nordhorn et al., 2018) and have been related to a dimensional approach. In this line, Nordhorn et al. (2018) also explore

customers' emotions (happy, sad, surprised and anger) found that happiness is achieved if service and relationship quality have higher levels according to customers and the service quality encourages higher positive feelings in the case of high service quality and low relationship quality. To sum up, CD has a positive affective nature (Ball and Barnes, 2017; Haryono et al., 2015) and studies about basic emotions (Harrington et al., 2018; Laros and Steenkamp, 2005) possibly provide new viewpoints to solve lacks in the construct.

### *3.5 Some considerations about CD's antecedents and consequences*

The Table 1 identifies antecedents and consequences of CD according to the approaches categorized above. As long as the cognitive and affective approach has been analyzed, authors identified antecedents recognized on the literature. However, it will be interesting to clarify some points.

Clearly, some of propositions that we have offered on the experiential approach's column correspond to further studies which statements are providing novel points of CD and should be part of the future research. That is the case of the touchpoints coming from the service design area to describe the points of contact between service provider and customers as part of a use scenario (often called a CJ), i.e. web-sites (Clatworthy, 2011). Field et al. (2018) defend that the proliferation of channels to service delivery allowing many more touchpoints with the customer combining multiple channels in the CJ. On the other hand, authors as Butori and De Bruyn (2013) development the concept of discretionary preferential treatments (DPT) referring that each customer should receive a treatment from their individual differences, preferences, nature, personality and demographic standards. In fact, Torres and Kline (2006) and Torres and Kline (2013) investigate the influence of cultural aspect, market emission tourist and gender on CD and conclude that the cultural perspective affects the ideal image of the tourism experiences. Butori and De Bruyn (2013) recognize two main categories of customers: distinction seekers (prone to engage in social comparisons, have stronger preferences for visible and imposing DPT) and negotiators (prefer DPT that is neither justified nor surprising).

Besides, consumer-brand engagement (CBE) is a novel concept in the marketing literature driver of both consumer decision-making process and brand equity considered by marketers as a priority in branding strategies (Gambetti et al., 2012). Streams on CBE's construct allow supporting the engagement from customers and staff with

brands as part of their self-concept. In fact, Ball and Barnes, (2017) development and test a model to validate how customers participate in a hedonic service encounter experiment the psychological sense of brand community (PSBC) and transcendent customer experience (TCE). This constructs are related with the emotions of joy, surprise and pride. In light of that, Arnold et al. (2005) suggest five sources of a salesperson's efforts to deliver a delightful experience the interpersonal engagement (being especially friendly and nice) of the staff related with theories regarding service employees' customer-oriented behaviors (Wang et al., 2017).

Regarding CD's consequences, the most studied is loyalty (Ahrholdt et al., 2017; Ali et al., 2016; Kim et al., 2013; Loureiro and Kastenholz, 2011; Ou and Verhoef, 2017). Kim et al. (2015, p. X) development a study aimed to analyses the influence of delight in loyalty, responding to "the inconsistent evidence particularly on their relationship to repurchase behaviors". The empirical study support CD as antecedent of loyalty; significantly related with cognitive, affective, and conative loyalties and higher related to loyalty than satisfaction (Berman, 2005; Torres and Kline, 2006). Finn (2005) modifies the model proposed by Oliver et al. (1996) and later, Loureiro and Kastenholz (2011) integrate and modify both models to demonstrate customer loyalty antecedents in tourism. Loureiro and Kastenholz (2011) include two dimensions (corporate reputation and perceived quality) making some conclusions about delight-value on loyalty and the indirect impact of surprise consumption, arousal, disconfirmation and positive affect on loyalty.

It also suggests a strong relation from disconfirmation to arousal. These conclusions agree with Finn (2012) who suggests a major impact of CD in post-consumption behaviors. Then, other consequences widely analyzed on literature following this gap referenced above are the re-purchase intention (Arnold et al., 2005; Finn, 2005; McNeilly and Bar, 2006) and the positive WOM (Berman, 2005; Torres and Kline, 2006). Following this line, Haryono et al. (2015) comprise hypothesis positive validated about the higher influence of CD in both post-consumption behaviors, as well as in trust. By the other hand, the intention to return (Oliver et al., 1996; Soscia, 2007; Zeithaml et al., 1996), shopping frequency (Ariffin and Yahaya, 2013; Barnes et al., 2016; Kang, 2017), the desire for further pleasurable service and customer retention summarize the main empirical evidence on the literature.

### *3.6 Linking customer delight and customer experience*

Cognitive and emotional attributes are not the only way to analyze customer's behavior. The RM literature's evolution reflects the correspondence between satisfaction and quality services evolved towards the current relation between delight, excellence, and additional value. Thus, a comprehensive approach categorizes CD as a state in customer experiences encompassing all the interactions between customer and service providers. The importance of focusing on experiences has been highlighted previously (Kranzbühler et al., 2018), and this research argues that the experience matter in the CD.

Precisely, Holbrook and Hirschman (1982 p. 137) define consumer experiences as “whole events experienced by a person, often affect emotions, when the interaction takes place through the stimulation of goods and services consumed”. From here, many authors point the distinct customer's appreciation according to cultural, environmental, sensorial- emotional, cognitive, pragmatic, lifestyle and relational dimensions (Gentile et al., 2007) and from other previous experiences (Andajani, 2015; Liu et al., 2016) to evoke delight. With the latter approach, the aimed correspond to an experienced utility theory describing at what extent experiences are influenced by previous expectation levels and heterogeneity in customers (Kranzbühler et al., 2018). Each memorable CJ has an individual and personal perception. Therefore, delight as a state, is an expression of memorable experiences.

Likewise, according to Ludwig et.al (2017), the most important consequence of the delight is the creation of exceptional value. Nevertheless, what does it mean? The meaning goes through the SDL (Lusch and Vargo, 2006) considering value and value co-creation, without distinction between consumer and producer. The customer participates and perceives the value based on the “value in use” (Lusch and Vargo, 2006). However, recent research is moving forward the value in use to the value in memory. The base is in Harrington's et al. (2018) study developing the conceptualization of the Memory-Dominant Logic (MDL). Authors defend that MDL arises when are increasing the possibility of creating opportunities based on “the unique and personalized nature of the experience to facilitate memorability based on emotional arousal and reflective observations during the customer journey” (Harrington et al., 2018, p. 7). To create value in memory is essential the internal and external engagement of the practitioners, the emotions and evocation. According to SDL delight play a role

of mediator in CB for exceptional value creation, while according to the MDL delight is an outcome of value in memory involving personalization and service participatory approach to put customers and stakeholders in the base-journey. Therefore, researchers in the present dissertation believe that in the future we can be speaking about stakeholder's delight in an excellent business environment and MDL. Then, CD should focus on building memorable experiences for customers from excellence and hedonic consumption.

Torres and Kline (2006) highlight how the final appraisal of a service experience is related to the well-being based on needs and emotions. Global well-being does not come from just the consumption, as remark Shams and Kaufmann (2016), the gap is on the enhancement the stakeholders' relationships to reinforce entrepreneurial co-creation. In light of that, some questions become regard the experience of other stakeholders independently of customers. Goswami and Sarma (2014) for instance, consider that customers expect similar ads value each time they receive a service and are more likely to be happier if the same value is maintained and not unexpected surprises are added. Torres and Kline (2013) develop a typology of CD, considering the experiential nature of the services, in this case, contextualized as Harrington et al. (2018) in the hospitality industry. This typology considers five types of delight based on employee's attitude, the effective solution of guest problems or hotel superiority against their competence, among other factors. In summary, CD implies memorable experiences by exceeding customer's needs and it will not be dependent only on surprise. CD is directly affected by the excellence of service delivery, positive emotions (key aspect), and the exceptional value.

### *3.7 Customer delight measurement scales*

Studies regarding delight operational measures are very reduced and authors assume different evaluative emotional dimensions in correspondence with the theory that they defend, which includes the independence hypothesis (occurrence order between feelings and cognitive evaluation) (Bigné and Andreu, 2004). According to the implementation of these approaches the most used emotional scales correspond to Differential Emotional Scale (DES) (Izard, 1977) which includes ten emotions (interest, joy, surprise, sadness, anger, disgust, contempt, fear, shame, and guilt) and on the other hand, Positive Affective (PA) Negative Affective (NA) scale (PANAS) by Watson et al. (1988). PANAS scale recognizes ten positive and negative affects, 20 items for the

current version. However, other authors have constructed or adapted part of these scales.

Precisely, delight measurement scales is a least discussed in Liu and Keh (2015), although a few measures have been detected (Hasan et al., 2011; Kwong and Yau, 2002; Liu et al., 2016; Torres and Ronzoni, 2018). In some cases are measured in satisfaction terms, so it is not clear whether the results actually show. The available scales also strive to test relationships among variables in the construct. The most concrete proposal is Liu and Keh (2015), although two other proposals have not been empirically tested until date: Kwong and Yau (2002) and Torres and Ronzoni (2018). Liu and Keh's (2015) study can be a reference for other scales including only the positive affective construct because studies as Laros and Steenkamp (2005) suggest do not assess opposite behaviors like delight and outrage at the same time to avoid the lack of sufficient evidence.

Among the prime issues presented by delight measurement scales is the use of only one item to measure it (Liu and Keh, 2015) or a multi-level item with an overlap of constructs without clarity related to a poor comprehensive operational measure attributes coming also from the cognitive approach. As the dissertation positu before, delight as an excellent indicator should not be equated with high rates of satisfaction (Berman, 2005). In next section will be discussed this topic from a quantitative approach.

### *3.8 Overall considerations about the construct of customer delight*

The aim of this chapter was to bring together the evidence about the construct of the CD. The overall image from the analysis is the complex and extensive background of the construct. At this point, authors argue CD as an "umbrella construct" characterized by the lack of clarity (Tynan and McKechnie 2009). Suddaby (2010) defines four basic elements to assess this clarity concept. First, construct persuasively should create precise and parsimonious categorical distinctions between concepts, and in the case of CD, one of the main issues corresponds to the identification and differentiation from CS, Table 1 refers that idea when we ponder about the role and meaning of CD. Is not clear how to treat delight without an overlap with the satisfaction (Liu and Keh, 2015) even it corresponds to different states.

The second element, to delineate the scope conditions or contextual circumstances

under which a construct will or will not apply. Thus, CD combine many others constructs to solve unknowing issues in RM, quality, etc. The third element, theorist does not offer clear conceptual distinctions, and in some cases do not show their semantic relationship, even into the categorized approaches, there is lack of consensus. Author's positions show dispersion according to the theoretical conceptualization of delight reflected in the lack of operational measures to identify it. Kumar and Iyer (2001) Arnold et al. (2005) and Preko et al. (2014) for instance, suggest more antecedents -or main factors- including a much broader range not only from positive affect even if the main difference with other behaviors are there. This antecedent's expansion could be facing it with a cognitive- affective-experimental combination. The literature shows partial positions on the construct. Finally, in four places, there is a lower degree of coherence in relation to the overall theoretical argument, for instance in the case of surprise as an essential factor to delight or satisfaction as antecedent.

We found that even with the available literature CD is an under-studied behavior, and the way in which delight has been conceptualized within the literature do not completely diverge from Oliver's (1990) concept of surprise and arousal. However, recent literature on RM grounds about new antecedents and viewpoints given us the opportunity to analyze in a more comprehensive way the construct as Laros and Steenkamp (2005). The construct is dominated by the cognitive and affective approach proving progress, although lastly in experiential attributes correlations with CD. Thus, the evidence-base on the experiential approach is similarly dominated by the SDL; however, SDL has been offering further derivation in MDL that logically implies delight as memories. Both paradigms (cognitive and affective) are essential to explain CD and considering recent research experiential elements too. Thus, authors consider further comprehensive perspective about delight beyond a customer-oriented or even an employee-oriented through approaches scraping together. Delight represents an evolution in customer's quality evaluation. Likewise, as service excellence output considers all stakeholders needs in harmony, to achieve sustainable results and get a competitive advantage to tourism industry.

Emotions are a distinctive factor in customer's behavior according to different emotional theories. However much of the research focuses on studying and combining only a part of emotions in the positive affective dimension (mostly joy and surprise) or both activations such as delight and outrage. Therefore, in many cases, delight is



operationalized in a very small number of dimensions to be a construct so complex with so many theories around. Literature leads us to the conclusion that available conceptualizations represent the antecedents of CD focus on a specific approach.

#### **Chapter 4. Research questions, objectives and hypotheses**

In order to achieve the above specific objectives, we developed the following research questions and hypothesis derived from the literature review corresponding to each essay in chapters 7, 8 and 9. The research questions and propositions are presented in Table 2 below. First two essays are focus on identify delighted customers; the first, in different tourism services exploring the most memorable experiences including cognitive and affective attributes. Then, the second essay responds to explore what factors (cognitive and affective) are the most important by sector or service type in tourist's memories. Finally, the third essay allows exploring deeper the relationship among cognitive and affective attributes from a service-oriented perspective.

Throughout the next chapter, authors present the methodology and data analysis including each essay presented in this thesis.

**Table 2** Objectives, research questions and hypothesis

Objective of the essay 1:	Research questions:	Hypothesis development:
<b>Related objectives</b> (See Chapter 2): 1, 2 and 3		
<p>To identify delighted customers focusing in tourist most memorable experiences and to analyze the underlying factors in excellent services appraisal when were exceed the threshold of satisfaction and customers are delighted</p>	<p>The cognitive and affective dimension will have a positive influence on CD's evocation?                      How do customers appraise their most memorable experience?                      What factors influence CD's appraisal in tourism services?                      Do customers distinguish their most memorable experience assuming different behaviors?</p>	<p><b>H<sub>1</sub></b>: Cognitive factors will positively influence a consumer's experience of delight  <b>H<sub>2</sub></b>: Positive emotions will positively affect the customer's experience toward customer delight.  <b>H<sub>3</sub></b>: Cognitive factors will have a direct relationship with the affective factors affecting the consumer experience of delight</p>
Objective of the essay 2:	Research questions:	Hypothesis development:
<b>Related objectives</b> (See Chapter 2): 2, 3 and 4		
<p>To identify customer delight by developing a research model and a measurement scale which includes cognitive and emotional factors in the hospitality industry (hotel and restaurant memories)</p>	<p>The cognitive and affective dimension could have a positive influence on CD's formation in the hospitality industry?                      What factors influence CD's appraisal in the hospitality industry?                      What is the difference with in this specific sector?                      Males, females and customers from different regions appraise different the experiences?</p>	<p><b>H<sub>1</sub></b>: Positive perceptions of the cognitive dimension factors will have a positive impact on customer delight behavior in hospitality industry excellent experiences  <b>H<sub>2</sub></b>: Positive perceptions of basic emotional factors in the affective dimension will have a positive impact on customer delight behavior in hospitality industry excellent experiences.  <b>H<sub>3</sub></b>: The relationship between the cognitive and affective dimension warrants a delighted state in hospitality industry excellent experiences with the affective mediating the relationship</p>

Objective of the essay 3:	Research questions:	Hypothesis development:
<b>Related objectives (See Chapter 2):</b> 5		
<p>To analyze through a service-experience framework the consequences and contingency factors of Service Delivery (SD) in Remarkable Tourism Experiences (RTE) and explore at what extent interact these factors to evoke delight behaviors in customers</p>	<p>Service delivery attributes are positively related with a positive perception of experiences?  SD attributes can influence customers delight appreciation?  At what extent SD and transcendent experiences factors interact to evoke delight behaviors?</p>	<p><b>H<sub>1</sub></b>: The interaction between the service staff and customers will positively influence a customer delight state  <b>H<sub>2</sub></b>: The service availability will have a positive influence on customer delight state  <b>H<sub>3</sub></b>: Customer service interaction will have a positive influence on customer delight state  <b>H<sub>4</sub></b>: The service staff will have a positive influence on service availability  <b>H<sub>5</sub></b>: The service availability will have a positive influence on customer service interaction  <b>H<sub>6</sub></b>: The service staff will positively influence customer's happiness to enhance RTE  <b>H<sub>7</sub></b>: Service staff will have a positive influence on love customers' sensation in RTE  <b>H<sub>8</sub></b>: Customer service interaction will have a positive influence on happiness in CD state  <b>H<sub>9</sub></b>: Service availability will have a positive influence on customer happiness during an RTE  <b>H<sub>10</sub></b>: Happiness will have a positive influence on RTE bringing a customer delight state  <b>H<sub>11</sub></b>: Love will have a positive influence on customer delight state</p>

Source: Own elaboration



## **Chapter 5. Methodology and descriptive analysis**

The purpose of this dissertation is to empirically identify CD and additionally to analyze the interaction among the critical factors. Previous literature allows supporting the main lack of the research and development a comprehensive analysis of the construct. Thus, the chapter of methodology encompasses the main steps to achieve the objective explained in three general steps, as the following sections posit.

1. Development of the operational measure analyzing the quantitative approaches of CD
2. Data collection and,
3. Data analysis

This doctoral thesis adopted survey method to collect data from customers in tourism services. Further, authors development a descriptive and exploratory study and then the measurement scale validation with using Structural Equation Modelling (SEM).

### *5.1 Sub-objectives.*

In order to validate the hypothesis and to achieve the research questions, from an empirical point of view, author considers the following sub-objectives:

1. Investigate how customers with excellent memories in touristic services are able to evoke delight.
2. Study whether the cognitive, affective and experiential approaches are related to the evocation of delight.
3. Analyze at what extent the affective dimension is as critical factor as the literature suggest in delighted customers, and from them, how emotional appraisal's distribution can help us to distinguish among satisfied, more than satisfied and delighted customers.
4. Development a comparison about the critical factors to delight in different type of tourism services.
5. Explore how the critical factors identified interact with each other to evoke delight.

Empirically sub-objectives 1, 2 and 3 correspond to the development of the first and second essays of the dissertation, while sub-objectives 4 and 5 correspond to the development of the third essay.

## *5.2 Development of the operational measure and quantitative approaches of CD*

Satisfaction and dissatisfaction are the most studied behaviors in RM (Xua and Li, 2016). The past two decades have seen increasing interest in explain unknowing issues as very satisfied customers with lower rates of loyalty to enterprises. Thus, academia starts to focus on CD characterized by a powerful emotional link between customer and service experience (Sugathan et al., 2017). Berman (2005) highlightu that delight involves go beyond regular and quality services to excellence because delight should be more memorable than satisfaction. In fact Harrington et al. (2018) is moving forward the creation of memories over the co-creation of value (Vargo and Lusch, 2008) in marketing field. Moreover, Finn (2012) and Preko et al. (2014) show that delight exert a higher effects on post-consumption behaviors than satisfaction and suggest that extant research on satisfaction cannot be applied to delight (Liu and Keh, 2015). To illustrate, Keiningham and Vavra (2001) suggest three major thresholds along the continuum of satisfaction: the zone of pain, the zone of mere satisfaction, and the zone of delight. Consumers in the zone of delight may result in significantly better outcomes such as the consequences explained above in the sub-section 5.2.

Previous research to operational measure CD has some main lacks that we will to clarify next. Table 3 group the most widely variables commonly used to analyze the concept. A simple look to the table supportu the idea of authors as Liu and Keh (2015) about the single or multi-item definition of delight. Besides, apparently literature is focused on a few emotions and just one of the studies (Ariffin and Yahaya, 2013) evaluates some variables beyond emotions initially. Thus, the cognitive approach and the experiential approach of CD are not significantly represented in conceptualizations. At this point, the words of Laros and Steenkamp (2005) about the structure and content of emotions to explain behaviors as delight are essential and very accurate. It seems like the CD's identification was limited to joy, surprise and exhilaration from an affective point of view.

This low relationship between delight and important metrics has been a driving to the development of the measurement scales identified in Table 2. In contrast with previous ones, authors strive to integrate as the case of Liu and Keh (2015) a cognitive dimension. However, some key points should be considered. Two of the available measures are not empirically tested, the case of Torres and Ronzoni (2018) is available from a few months ago and Kwong and Yau (2002) does not include items or recommended measures.

**Table 3** Conceptualizations of customer delight. Variables

<b>Author</b>	<b>Related variables</b>	<b>Measure</b>
(Oliver et al., 1996)	Delight	5-point Likert scale from never to always
(Kumar et al., 2001)	Thrill, exhilaration and joy	5-point Likert scale from never to always
(Finn, 2005; Finn, 2006; Finn, 2012)	Delighted, elated, gleeful	Never-Hardly ever-Sometimes-Quite often-Always
Crotts and Mangnini (2011)	Excellent surprise, pleasant surprise and positive surprise	Yes/ Conditional Yes/ No Response/ Probably Not
(Loureiro et al., 2013)	Delight	10-point Likert scale from never to always
(Loureiro, 2010)	Enchantment and delight	5-point Likert scale from strongly disagree to strongly agree)
(Ma et al., 2016)	Elated, enthusiastic and excited	5-point Likert scale from strongly disagree to strongly agree)
(Ariffin and Yahaya, 2013)	Extremely satisfied, delighted, fulfilled my self-esteem needs, go beyond my expectation, staff pleased the guests, joy and surprise	6-point Likert scale from strongly disagree to strongly agree)
(Collier and Barnes, 2015)	Delighted, happy, elated, excited, cheerful and gleeful	5-point Likert scale from never to always Adapted from (Oliver et al., 1996)
(Barnes et al., 2015)	Gleeful, elated and delighted	5 point scale (never–always)
(Ball and Barnes, 2017)	Delighted, elated, gleeful and cheerful	7 points Likert scale from never to always
(Barnes, et al., 2016)	Surprise , astonishment and joyful Pleased and good mood Delighted, elated and gleeful	Joy and surprise elucidate CD surprise and delight – five-point scale; Joy – nine-point scale
(Barnes et al., 2016)	Exhilaration , elation and gleefulness	5-point Likert scale from never to always
Ali et al. (2016)	Delighted, gleeful and elated	5-point Likert scale from strongly agree to strongly disagree Adapted to Kim et al. (2013)

**Source:** Own elaboration



Thus, the most complete scale seems to be the one proposed by Liu and Keh (2015). Although, as Hasan et al. (2011), Liu and Keh (2015) use a satisfaction measure to assess the cognitive attributes from the NT and the disconfirmation theory. A measurement scale is the set of possible values that a certain variable can take. These values should be ordered correlatively and admit a starting and ending point. The level at which a variable can be measured determines the properties of its measurement. Therefore, on an ordinal measurement scale, observations can be placed in a relative order with respect to the characteristic that is evaluated indicating hierarchy. Under an ordinal scale, it is possible to classify or order some events that have different quantities of some characteristic, in this case satisfaction. Therefore, if the ordering of cognitive characteristics is asked by disconfirmation, it is possible that cannot be answered to what extent the characteristic is represented. In the same line, the cognitive dimension's operational measure in the present dissertation considers an ordinal scale excellent-oriented. Other key points about each previous available measure are in Table 4.

As such, it is somewhat surprising that proper multi-item scales measuring the affective, cognitive and experiential approach are yet to be developed, which is the focus of this dissertation. Examining emotions independently of delight conceptualization and including some attributes from what represent transcendent experiences to customers should lead to a better understanding of the dynamics of each approach and their effects on customer delight's elicitation. The Annex 4 summarizes the variables and items of the available measures in order to be able to compare among each other and support the objective of the dissertation.

### *5.3 Data collection*

In order to achieve the objectives of the thesis, we have designed an empirical instrument. The data collection process was developed in two variants: (1) by means of an online, self-administered survey for tourists, with three websites created using the tools Survey Monkey and Google Site; and (2) face-to-face at the Tourist Information Office in the city of Girona (Spain) (see Annex 5, 6 and 7 for the survey, originally in Spanish, English and Portuguese). The research team randomly selected the customers at the Tourism Office in the second variant. 519 valid answers were obtained, 400 between March and September 2017 by both variants in Spain and the remainder during the research stay in the University of Minho using the online variant. For that reason there is available a survey in Portuguese, developed with Portuguese researchers using the translation/back translation method (Singh, 2007).

**Table 4** Available measures of customer delight. Key points

<b>Author</b>	<b>Study/Sample</b>	<b>Key points</b>
Kwong and Yau (2002)	-	- Suggest dimensions and variables but does not include items, in addition, does not validate the proposal empirically
Hasan et al. (2011)	Study 1: n=3000 (Questionnaire in banking services in 'Pakistan)	- Measure the variables on the S scale - It focuses on the cognitive component and although there is a combination of constructs between S and D, there are elements such as personalized treatment
Liu and Keh (2015)	Study 1 for item refinement: n=204 (Undergraduate students at a major university in Singapore) Study 2 nomological validity in retail and repair services and validation: n= 124 (imagined scenario) Study 3 for nomological validity in product context Two groups with n= 69 and n= 66 Study 4 and 5 for nomological validity in real-world contexts (shopping centers) n= 191 and n=62	-Develops and validates measurement scales for CD and outrage - It reduces the number of items mainly in the affective component where only it is included: arousal, surprise, and pleasure - Measure the variables in satisfaction terms
(Torres and Ronzoni, 2018)	-	-The main objective of the article is a literature review and the scale is a possibility to further research as part of the research agenda - Proposes dimensions and variables but does not include items or measures, in addition, does not validate the proposal empirically -This research was recently published -Maintain the same type of emotions as previous studies

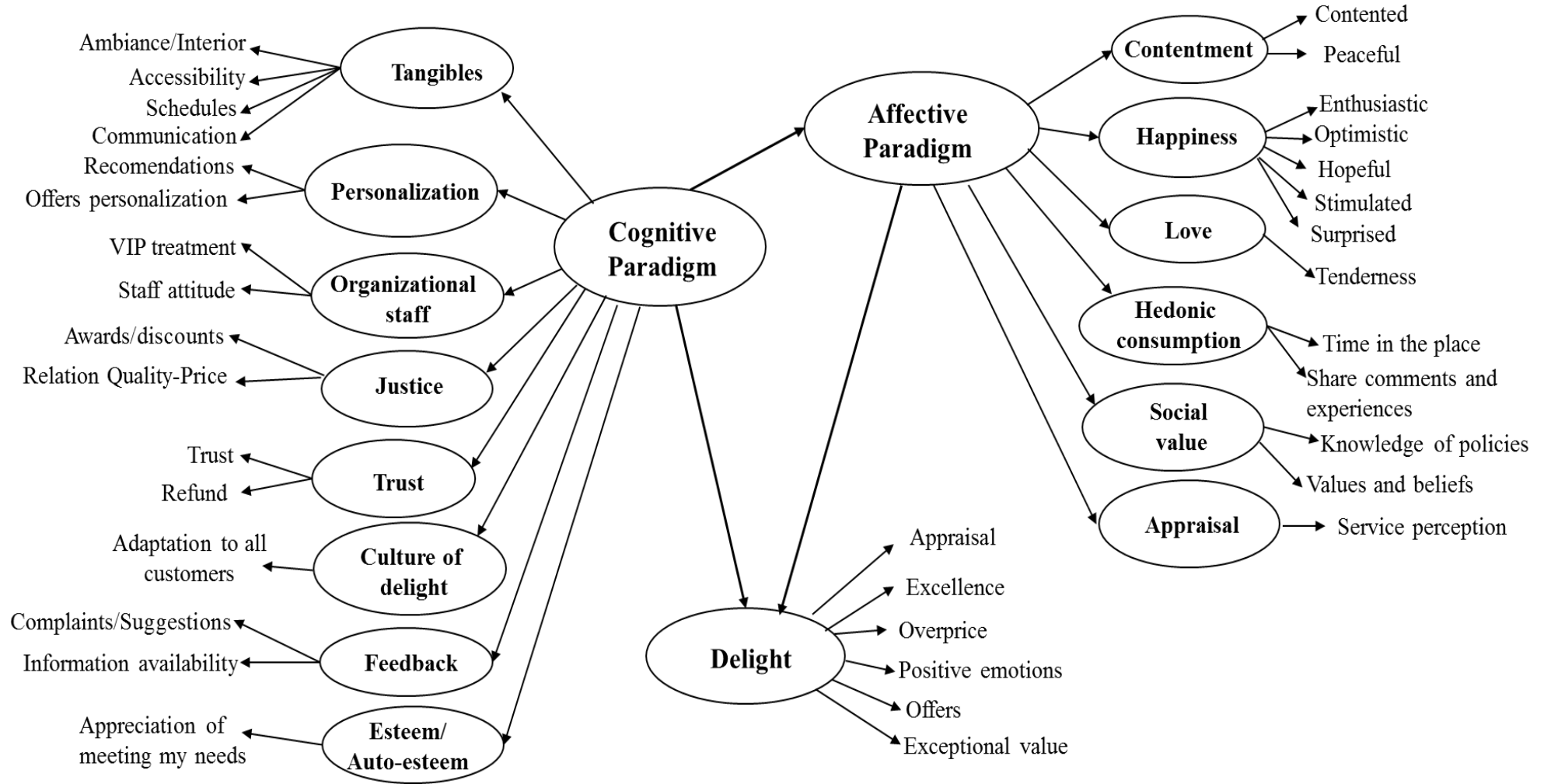
**Source:** Own elaboration

The survey therefore had a 98.94% response index. The high response index was because of the face-to-face surveys being administered in a comfortable environment by the research team itself and the facilities by the online survey. Results from the whole sample are not analyzed in the first and second article presented next as main results of the dissertation because data from Portuguese tourists were obtained 5 month after than the previous 400 cases. Although in the third article, this data is included as part of the sub-sample selected.

Hence, with a view to identify CD and the nature of CD and how people reach to appraise excellent consumption experiences as delight, the initial model (See Figure 2) expressed in an operational measure identifies and group attributes in two main dimensions. The first one is the cognitive dimension along with customers assessment of CD based on attributes of physical quality integrating current gaps about the effect of some service delivery (SD) components on CD and service hedonic encounters advances. Thus, the cognitive dimension encompasses eight factors: tangibles, customization, organizational staff, justice, trust, esteem/auto-esteem, the culture of CD and feedback. By the other hand, the affective dimension identifies three factors along which customers elicit CD based on basic emotions as a possible better source in the identification of CD: contentment (including surprise), happiness and love. These factors are three out of four secondary level emotions in the model of Laros and Steenkamp (2005) to facilitate the integration and items' reduction. Each basic emotion is related to a set of appraisal recognized previously in the literature.

From Laros and Steenkamp's (2005) proposal in the contentment factor, 2 of 3 variables were kept; in happiness, 4 of 9 variables were kept, and surprise was included. The affective dimension also identifies two more factor (5 in total) representing the hedonic consumption, and social value. Finally, the model and operational measure leave the emotions in a different dimension and specifically considers 5 items to measure delight from the experiential variable's identification. This last step, strive to solve the current lack widely recognized in the literature about CD' measures as single or multi-item (Liu and Keh, 2015), majorly from emotions. The measurement scale was designed within 35 items, of which 16 assessed the cognitive component by means of 8 factors and 13 assessed the affective component in factor's scale. There was 1 item that described the joint assessment of the two aspects (appraisal) with three variants: (1) satisfaction, (2) extreme satisfaction, and (3) delight.

**Figure 2** Dimensions, factors and variables in the research model of customer delight in tourism industry

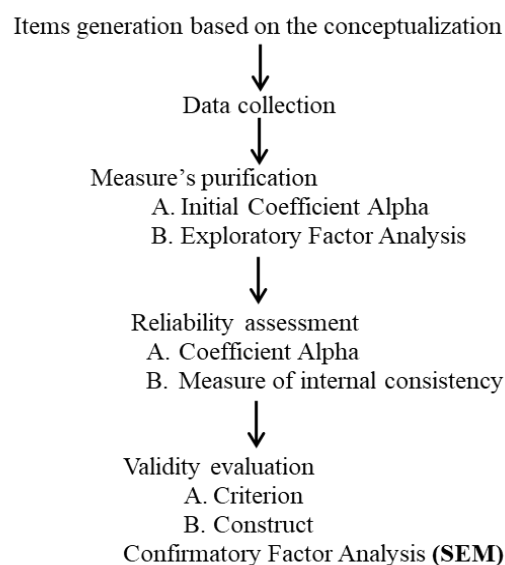


Source: Own elaboration

The objective of this last item is to discriminate between behaviors. Lastly, three demographic information items were included. The survey asked respondents to remember a remarkable experience they had during the previous 2 years in a hotel or restaurant. Once they had selected the experience, the customer kept that in mind while responding to the questions. Annex 1 summarizes dimensions, factors, items and measurement scale clarifying the origin and supporting research in each case. For the affective dimension as well as in the cognitive dimension and delight component, all the variables and factors were initially gathered. In the second and third stage, these factors were integrated and reduced; Table 5 and 6 show the evolution of the operational measure to the current version.

The cognitive, affective, and CD variables were evaluated with Likert attitude scales (1-5). The first considered 1 as nothing good, 2 as acceptable, 3 as good, 4 as excellent, and 5 as extraordinary; the second one considered 1 as nothing, 2 as a little, 3 as moderately, 4 as a lot, and 5 as absolutely and for CD, from 1 as completely disagree to 5 as completely agree. Finally, one last question of the survey corresponds to a selection among three possible options. This item describes and differentiates three increasing appraisals: (1) satisfaction; (2) extreme satisfaction and, (3) delight. Steps to generate and validate the scale in the phase of analysis are identified in the Figure 3. Besides, other complementary analysis as the study of the indirect and direct impacts and non-parametric test were used to achieve the particular objectives described above.

**Figure 3** Methodology to generate and validate the scale



**Table 5** Evolution of the scale in the cognitive dimension and the component of delight

<b>Cognitive dimension</b>				
<b>Factors</b>	<b>Items in the initial version (1<sup>st</sup> compilation)</b>	<b>Items in the 2<sup>nd</sup> revision*</b>	<b>Items in the 3<sup>rd</sup> revision*</b>	<b>Items in the last version</b>
Tangibles	14	8	4	4
Personalization	9	7	5	2
Organizational staff	9	5	2	2
Justice	10	6	3	2
Trust	12	6	3	2
Culture of CD	13	8	2	1
Feedback	3	3	2	2
Esteem/Auto-esteem	5	3	1	1
<b>Total</b>	<b>75</b>	<b>46</b>	<b>22</b>	<b>16</b>
<b>Component of delight</b>				
<b>Delight</b>	13	4	6	4
<i>* In the reviews, items were normally reduced, but in some cases they were also incorporated</i>				

**Source:** Own elaboration

**Table 6** Evolution of the measurement scale in the affective dimension

<b>Affective dimension</b>					
<b>Factors</b>	<b>Items in the initial version (1<sup>st</sup> compilation)</b>	<b>Items in the 2<sup>nd</sup> revision*</b>	<b>Items in the 3<sup>rd</sup> revisiop *</b>	<b>Key points</b>	<b>Items in the last version</b>
Surprise	12	3	1	Integrated in happiness where it was incorporated: enthusiastic and hopeful	5
Pleasure	1	4	2		
Excitement	8	4	2		
Joy	13	4	2	Integrated in contentment where it was incorporated peaceful	2
Hedonic consumption	5	4	2	-	2
Social value	4	3	2	-	2
Love	-	-	1	Included	1
Appraisal	4	2	1	-	1
<b>Total</b>	<b>47</b>	<b>24</b>	<b>13</b>	<b>-</b>	<b>13</b>
<i>* In the reviews, items were normally reduced, but in some cases they were also incorporated</i>					

**Source:** Own elaboration

#### 5.4 Data analysis

The data analysis is a phase of the research process based on the type of research that is carried out, that means how to achieve the objectives through a scientific method. In

this sense, the research has a non-experimental nature, and it is transactional because the data collection was completed in one particular moment. The type of study is correlational-explanatory through the models that try to establish the relationships between the variables. The steps for the analysis of the data obtained during the collection phase were the following:

1. Validation of the database
2. Calculation and analysis of descriptive statistics
3. Establishment of inferences
4. Modeling
5. Result analysis

For the validation of the database and the processing of the descriptive statistics we use the statistical software SPSS, version 23 and 25. The first step was to observe the distribution of the data and make an analysis of the missing values per variable as part of the validation step. The criterion that followed to evaluate the possibility of replacing the values missing in the database was 5% of the cases per variable. Regard both samples  $n = 400$  and  $n = 519$  it was not necessary to impute the values in any case. The missing values were identified in the database as -99. For each of the studies, steps 2 to 5 were performed prior to validation of the scale and the confirmatory analysis.

The first essay analyses the whole sample looking to the factors that better described a delight state on customers. To achieve this goal was conducted an exploratory analysis using among others the method of the Principal Component Analysis (PCA) for the nature of the variables, and in order to group the variables into latent constructs valid for interpretation and further analysis (Simon Villar, 2012). Thus, the scale was assessed by calculating the measures of Cronbach Alpha and measures for internal consistency. Then, was conducted a confirmatory analysis by using SEM in the tool EQS, version 6.3 to analyze the relationship between the factors identified. SEM allows to test complex relationships between observed (measured) and unobserved (latent) variables and relationships between two or more latent variables (Simon Villar, 2012).

SEM is a multivariate statistical analysis technique combining factor analysis and multiple regression analysis. This method estimates the multiple and interrelated dependence in a single analysis. Endogenous variables are equivalent to dependent

variables and are equal to the independent variable (Kellogg et al., 1988). The present thesis, test a relational model providing correlational coefficients among the first and second order factors identified. The first study also incorporated an analysis of the indirect and direct effects of the variables in the model. For each of these aspects, was first provided a descriptive analysis.

The sample of the study cover at least six different types of touristic experiences and even when there was not obtained as much sample as researchers expected to develop a consistent analysis with similar samples in all the cases, we argue the needs of to analyze the factors by sub-samples. Thus the second and third study was aimed to analyze the experiences in the hospitality industry, focus in sub-samples of n=186 and n=284 from customers with positive memories in hotels and restaurants. The method was quite similar, although we include Kuskall-Wallis test to compare the means of the variables in the cognitive and affective dimension with the control variables (gender, age and nationality, grouping customers in geographical areas). The Kuskall-Wallis test is a nonparametric test that compares two independent samples when the population data does not follow a normal distribution.

The objective of the third study was to analyze with a service-oriented perspective how the second order factors identified as key factors to delight could interact to each other in order to evoke delight. After posit eleven hypothesis the study involved an exploratory analysis and a confirmatory analysis covering the sample of n=284 tourist experiences in hotels and restaurants. As part of complementary studies presented during the research, other statistical methods were applied. In fact, was development a cluster analysis to group the customers in hospitality experiences aimed to find differences among, satisfied customers, very satisfied customers, and delighted customers. The study was an exploratory character using the two-steps cluster analysis, mean differences and other descriptive statistical analysis. Cluster analysis corresponds to an article presented in the CIO Conference in Girona, last summer. The main objective was to characterize customers groups according with the general dimensions to elicited CD distinguishing among satisfied customers, more than satisfied customers and delighted customers. Besides, as will be justified in the next section, were conducted an extra-analysis to find mean differences using non-parametric tests among the variables in the model and gender.

### *5.5 Descriptive analyses of the sample*



This section includes the descriptive figures taken from the analysis by sample and sub- samples. The main characteristics of the customers that took part in the study were described below. Table 7 shows the demographic information of the sample.

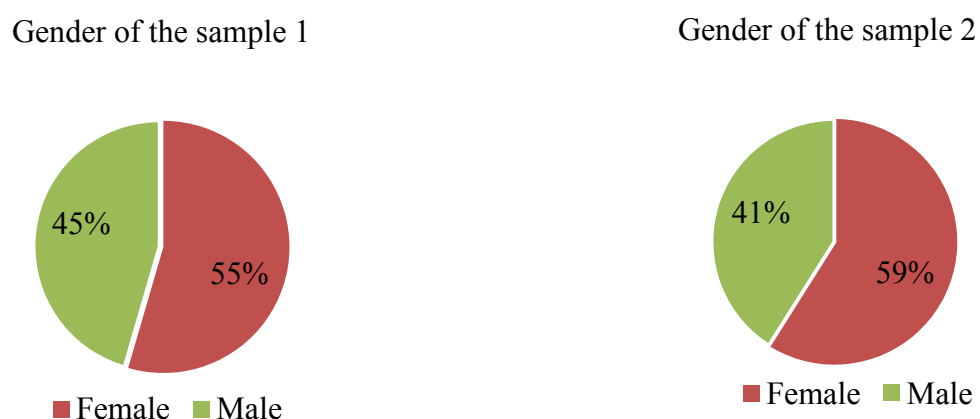
**Table 7** Gender of the sample. Differences

First sample (n=400)			Second sample (n=519)		Difference	
Gender	Frequency	%	Frequency	%	Frequency	%
Female	218	54.5	306	59	88	73.9
Male	182	45.5	213	41	31	26.1
<b>Total</b>	400	100	519	100	100	100

**Source:** Own elaboration

The sample was comprised of 400 respondents in the first application and then were included other 119 cases summarizing n=519 respondents. Table 7 and Figure 4 show the demographics characteristics of the sample for n=400, n=519 and the differences between samples. The majorities (59%) of the respondents were females, and males represent the 41% of the sample. The demographic analysis in Table 8 shows the distribution of customers in age groups between customers younger than 20 years old until customers with more than 50 years old covering all the cases in the sample.

**Figure 4** Gender of the sample



**Source:** Own elaboration

Gender distribution is important in delight recent studies because some authors (Torres et al., 2014b) has been analyzing if the appreciation of delight is related with how males and females consider studied variables as the staff attitude and more specifically emotions, based on the affective nature of CD. According to Torres et al. (2014b) in a qualitative study men and women agreed on most aspects of the service experience that led them to feel delighted. However, authors find little differences about females and males assessing employee friendliness and professionalism the level of needs met. Nerveless, other authors as Lee and Kyle (2013) argue four basic emotions (love, joy, surprise, and negative) eliciting customers' experience response and highlight that "women scored higher than men on measures of positive emotions related to delight and lower on measures of negative emotions (i.e., unhappy and discontented)" (Lee and Kyle, 2013, p. 635). Therefore, for this thesis, it is also relevant to know mean differences by gender according to the variables describing the basic emotions in the affective dimension, the cognitive dimension and with the general appraisal of the experiences. Table 8 shows the distribution of the sample in age groups and Figures 5 and 6 the distribution of male and females by age groups.

**Table 8** Age of the respondents. Differences between samples

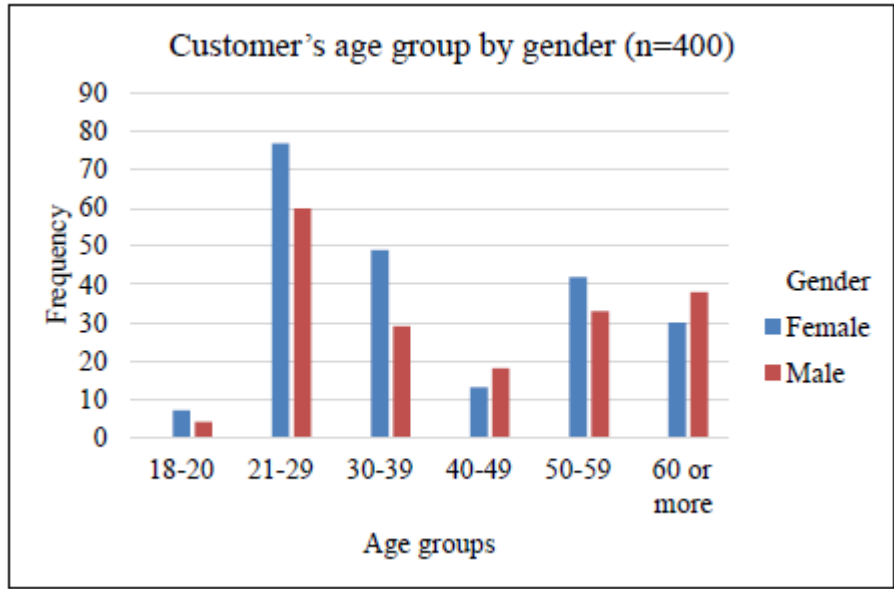
<b>First sample (n=400)</b>			<b>Second sample (n=519)</b>		<b>Difference</b>	
<b>Age group distribution</b>	Frequency	%	Frequency	%	Frequency	%
Between 18-20 years old	11	2.8	20	3.9	9	7.6
Between 21-29 years old	137	34.3	211	40.7	74	62.2
Between 30-39 years old	78	19.5	94	18.1	16	13.4
Between 40-49 years old	31	7.8	37	7.1	6	5.0
Between 50-59 years old	75	18.8	89	17.1	14	11.8
60 or more years old	68	17.0	68	13.1	-	-
<b>Total</b>	400	100	519	100	119	100

**Source:** Own elaboration

The demographics of the sample are in Table 8 represent that the majorities (83.20%) of the respondents (n=519) were aged less than 40 years old and females represent the 55% of the first sample and the 59% of the second one. The demographic analysis in

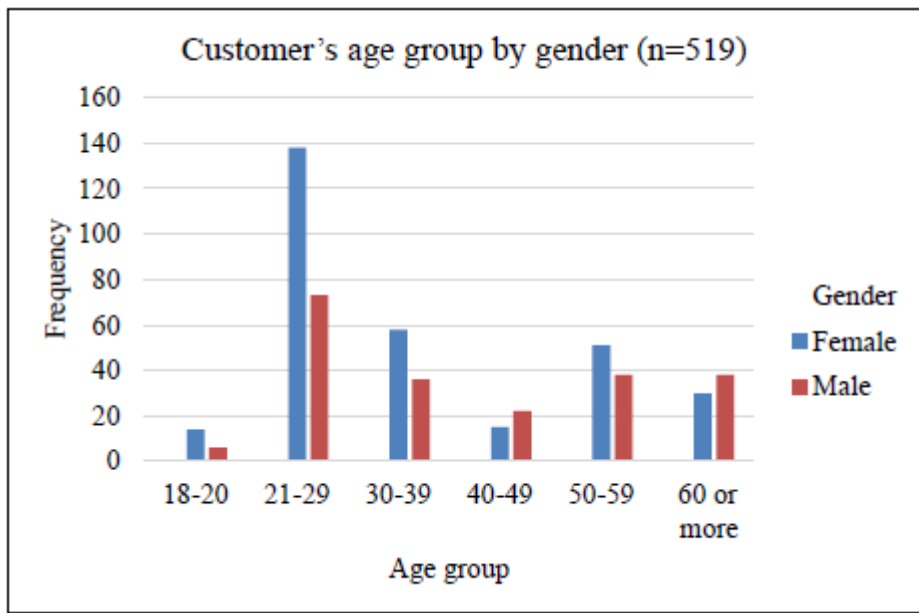
Figures 5 and 6 takes into account variables, gender and age, to group the respondents. Most of the samples in both cases are woman between 21 and 39 years old.

**Figure 5** Customer's age group by gender. Sample 1



**Source:** Own elaboration

**Figure 6** Customer's age group by gender. Sample 2



**Source:** Own elaboration

Regarding the services included within the study; the Table 9 summarizes the frequency and percentage in each case. Most of them correspond to hotel or restaurant experiences in samples and only a reduced number of the experiences are in other category (i.e. visit to a sanctuary). Theme park experiences cover just the 20% of the

sample (n=519) next to the first two experiences covering the 54.70%. This might be either because there are suggestions in the survey to customers about some of the most studied experiences in delight literature or because Catalonia is a destiny widely recognized for the gastronomy and as sun-and-beach destination. Besides, face-to-face survey was applied during the summer season.

As Table 10 shows, the nationality of respondents studied was gathered by continent to facilitate the analysis. Almost the 80% of the respondents in both samples correspond to European tourists. In contrast, there are less tourists (almost 8%) representing together Asia, Africa and Oceania. The remainder percentages of respondents are from America, considering United States of America and Canada.

**Table 9** Tourism experiences. Differences between samples

Tourism experience	First sample (n=400)		Second sample (n=519)		Difference	
	Frequency	%	Frequency	%	Frequency	%
Hotel	77	19,3	138	26,6	61	51,3
Restaurant	109	27,3	146	28,1	37	31,1
Spa	18	4,5	21	4,0	3	2,5
Water park	9	2,3	9	1,7	-	-
Natural park	91	22,8	95	18,3	4	3,4
Shopping in a mole/store	34	8,5	43	8,3	9	7,6
Other	62	15,5	67	12,9	5	4,2
<b>Total</b>	400	100	519	100	119	100

**Source:** Own elaboration

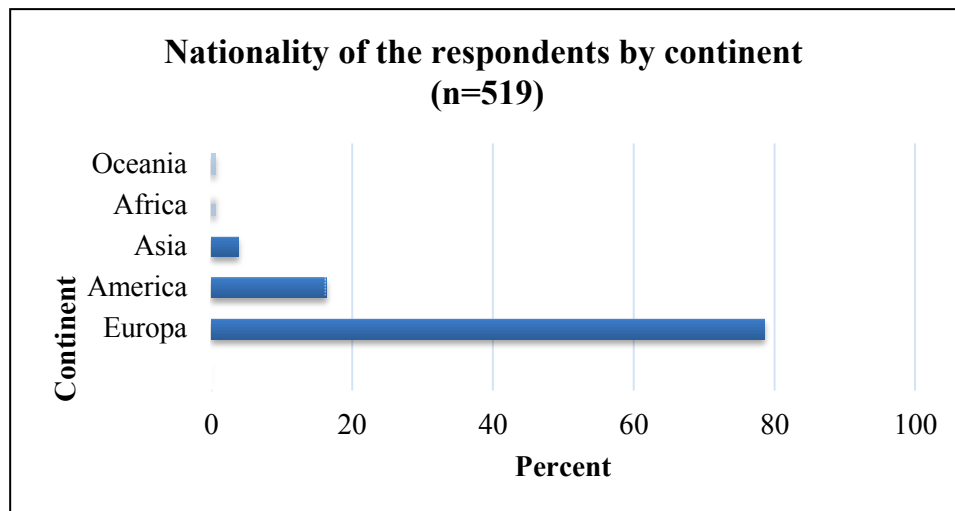
**Table 10** Nationality of the respondents **Source:** Own elaboration

Continent	First sample (n=400)			Second sample (n=519)		
	Frequency	%	Accumulated percentage	Frequency	%	Accumulated percentage
Europa	289	72,3	72,3	408	78,6	78,6
America	85	21,3	93,5	85	16,4	95,0
Asia	20	5,0	98,5	20	3,9	98,8
Africa	3	0,8	99,3	3	0,6	99,4
Oceania	3	0,8	100	3	0,6	100
<b>Total</b>	400	100		519	100	

As both distribution of the demographic variable according to customer's nationality is

following a similar behavior in both samples, graphic in the Figure 7 represents only the nationality by continent taking into account the second sample. Current available measures of CD strive to use a single item entitled delight as part of the affective approach to better knowing to what extent customers achieve that state. As was posit before, the survey includes one item describing three clear appraisals for experiences so called appraisal in the database and in the research.

**Figure 7** Nationality of the respondents by continent



**Source:** Own elaboration

Table 11 sum the distribution of respondents among the three options and Table 12 cover cross-information about this variable and respondent's gender. The descriptive analysis of this variable shows that customers in the first sample are located in the second variant (more than satisfied) as in the second sample.

**Table 11** Appraisal of the tourism experiences according to the respondents

Appraisal	First sample (n=400)			Second sample (n=519)		
	Frequency	%	Accumulated percentage	Frequency	%	Accumulated percentage
Variant A	32	8,0	8,0	48	9,2	9,2
Variant B	205	51,2	59,3	252	48,6	57,8
Variant C	163	40,8	100	219	42,2	100
Total	400	100		519	100	

*In the first column: variant A (satisfied); variant B (more than satisfied); variant C (delighted)*

**Source:** Own elaboration

The difference between delighted and more than satisfied customers is closer in the second sample (6, 4%) than in the first sample (10, 4%). The first analysis carried out in this study posit the idea that distinguish between those behaviors is quite difficult even if focus on consumers in a positive encounter with the service.

Regard the general appraisal of tourism experiences by gender. Initial descriptive statistic shows that both females and males appreciate in a similar manner the service encounter, taking into the account that females represent an 18% more than males in the sample. Additional analysis will confirm is this initial appreciation could be understudied in that way.

**Table 12** Appraisal of the tourism experiences in the sample by gender. Sample 2

Appraisal of the experience		Gender		Total
		Female	Male	
Variant A	Frequency	31	17	48
	Percent (%)	10,1%	8,0%	9,2%
Variant B	Frequency	140	112	252
	Percent (%)	45,8%	52,6%	48,6%
Variant C	Frequency	135	84	219
	Percent (%)	44,1%	39,4%	42,2%
	Frequency	306	213	519
	Percent (%)	100%	100%	100%
<i>In the first column: variant A(satisfied); variant B (more than satisfied); variant C (delighted)</i>				

**Source:** Own elaboration

To summarize, the sample represents majorly tourists from Europa and America that can be considered as younger people living experiences in hotels and restaurants more than in other services. Although, the number of cases does not allow formalizing a comparative analysis among all the services represented on the sample. However, at least three of them have sufficient cases to test the operational measure in different kind of services. Data correspond in a larger percent to females and both, males and females follow a similar distribution across the variant's selection to appraise the experiences.



## **Chapter 6. Transcription of the thesis' articles**

This thesis is presented as a compendium of the three articles whose reference follow bellows.

**Authors:** Escobar Rivera, D; Casadesús Fa, M; Simon Villar, A

**Title:** Tourism customer delight. An affective matter?

**Journal:** Journal of Hospitality and Tourism Management

**Status:** Under review

**DOI:** not available yet

**Year, Volume, Page:** not available yet

**Journal quality index:** Journal Impact: 2.07, (Q1, SCOPUS)

**Authors:** Escobar Rivera, D; Casadesús Fa, M; Simon Villar, A

**Title:** Identifying and measuring customer delight in the hospitality industry

**Journal:** Tourism Analysis. An Interdisciplinary Journal

**Status:** under review

**DOI:** not available yet

**Year, Volume, Page:** not available yet

**Journal quality index:** Journal Impact: 1.65, Q2 (SCOPUS)

**Authors:** Escobar Rivera, D; Casadesús Fa, M; Araújo-Sampaio, P.A; Simon Villar, A

**Title:** Exploring the role of service delivery in remarkable tourism experiences

**Journal:** Human Resource Management Journal

**Status:** Published

**DOI:** doi:10.3390/su11051382

**Year, Volume, Page:** 2019, 11, 1-19

**Journal quality index:** Journal Impact: 2.37, Q2 (JCR), Q1 (SCOPUS)





## **Tourism customer delight. An affective matter?**

### **Abstract**

The objective of the article is to empirically identify delighted consumers when the threshold of satisfaction is exceeded, focusing on tourists' most memorable experiences. To this end, the authors developed a measurement scale analysing the impact of cognitive and affective statements on customer delight. The proposal was validated through confirmatory analyses using structural equation modelling. The sample consisted of 400 tourists who answered a survey online and face-to-face in Spain. According to the findings, a consumer's positive affective state of delight seems to be affected to a large extent by cognitive-affective antecedents. The cognitive dimension encompasses three factors emphasising the service-oriented character of the experience by measuring attributes of customer-service interaction, while the affective dimension explores the relevance of basic emotions in explaining delighted behaviours. The affective dimension encompasses two factors emphasising the basic emotion of happiness in consumers and the externalisation of that happiness. The article identifies delighted consumers through validation of the scale of customer delight.

**Keywords:** Customer delight, customer behaviour, emotions, happiness, tourism

SUMBITTED PAPER. EMBARGO UNTIL PUBLICATION DATE



## **Identifying and measuring customer delight in the hospitality industry.**

### **Abstract**

The aim of this study is to identify customer delight by developing a research model and a measurement scale which includes cognitive and emotional factors in the hospitality industry. To support the research, an exploratory factor analysis and a confirmatory factor analysis were developed. Data were collected from tourists' experiences (hotels and restaurants) in the Spanish context. The model describes the way to appraise memorable experiences by customers and the positive significance of emotions based on their needs. From the results obtained it is derived that managing designed experiences and considering customer's service ideal from the factors in the proposed model could be at the base to achieve customer delight in the hospitality industry.

**Keywords:** customer delight, basic emotions, hospitality industry, staff, happiness

SUMBITTED PAPER. EMBARGO UNTIL PUBLICATION DATE

Article

# Exploring the Role of Service Delivery in Remarkable Tourism Experiences

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Received: 22 January 2019; Accepted: 1 March 2019; Published: 6 March 2019



**Abstract:** The purpose of the article is to analyze through a service-experience framework the consequences and contingency factors of Service Delivery (SD) in Remarkable Tourism Experiences (RTE) and explore to what extent these factors interact to evoke delight behaviors in customers. The proposal was validated with empirical data from 284 tourists collected through survey method on remarkable experiences in hotels and restaurants. Both an exploratory and a confirmatory analysis were developed using structural equation modeling (SEM). The result highlights to what extent SD components identified (service staff, service availability, and customer service interaction) affect RTE and aid to evoke CD in tourists with high-quality memories. The service-experience model goes beyond the frontline employees with a service-oriented perspective to better understand the emerging factors that provide happiness in customers. The organizational staff is the most important component influencing a customer's happiness and love feelings. The empirical findings support a model and measurement scale that allows analysis of the impact of SD component statements about customer delight (CD). The study shows the antecedents and interactions among SD emergent factors in RTE, specifically regarding CD behavior. The model proposed in this study links SD components and basic emotions and has important practical implications.

**Keywords:** customer delight; quality; service delivery; remarkable tourism experience; happiness; staff

## 1. Introduction

Service Delivery (SD) competition in today's aggressive economy is becoming increasingly significant to the Remarkable Customer Experience (RCE) concept, especially in tourism, where services, relationships, and emotions are important ingredients [1]. Literature has focused on the explanation and practical implications of RCE components on making services seem more authentic [2]. Authenticity implies that something is genuine, and this is understudied objectively and subjectively as a customer perception [3]. Authenticity is related to customers playing the role of co-producers in their own experiences through tangible aspects of experiences as catalysts in the process, according to Alnawas et al. [4]. The RCE concept, introduced by Holbrook et al. [5], is not only cognitive but also hedonic, symbolic, and aesthetic in nature [6]. That means it becomes more difficult for service providers to differentiate themselves from others.

In this sense, it is not only about the competitiveness, but also about customers' growing needs. In fact, studies demonstrate that even if customers are satisfied, they can leave the company looking

for new experiences [7]. Despite differences related to customer-oriented services, many companies in sectors characterized by higher offer availability, such as tourism, try to know the current most effective way to win the battle. In such cases, services need to manage customer behaviors to become authentic. Thus, customer delight (CD) has been studied in different scenarios describing the positive state reached by customers having memorable experiences [8].

While satisfaction results from a process where a customer compares their expectations of performance to their perceptions of performance and finds these two within the tolerance zone, delight is considered an extreme level of satisfaction, where expectations are exceeded beyond the tolerance zone. According to Parasuraman [9], the tolerance zone establishes the difference between the desired service level and the level of service considered adequate. Both concepts share a clear similarity in the dominant role of the disconfirmation theory, which states that delight is a natural evolution from satisfaction [10]. Thus, Torres [11], whose study was founded on psychology literature, defines the difference between customer satisfaction (CS) and CD, underlining that delight is more affective, whereas satisfaction is more attitudinal. Furthermore, in comparison with satisfaction, delight has a higher impact on post-consumption behaviors, such as loyalty [10].

Customers perceive the same service in different ways depending on their previous experiences, cultural factors [12], or need's hierarchy [13]. A customer's delight perception of a service may even diverge from what the service provider had planned if the customer was able to participate in the co-creation of experiences [12]. According to Kranzbühler et al. [6], consumers can evaluate their journey cognitively, affectively, and through their senses. Although recent research strongly supports the conceptualization of customer delight as a more effective response [8], this study recognizes findings from Nordhorn et al. [14], whose results reveal that consumers respond more positively in affective terms to a very good service, giving as much importance to the intangible attributes as to the tangibles attributes in the elicitation of emotional reactions.

From a service-oriented perspective, there is substantial research underlying the significant factors in excellent service delivery, based on the frontline employees [13,15]. However, from a customer-oriented perspective, there is a lack of studies analyzing the consequences and contingency factors of SD in RCE and exploring to what extent these factors interact to provide an excellent service and to evoke delight behaviors in customers. The present article proposes and tests a service-experience framework for the effects of service components on CD behavior in customers' high-quality memories, based on tourist experiences. Thus, for the purpose of the article, RCE will be contextualized as Remarkable Tourism Experience (RTE) by way of hotel and restaurant memories.

In the first section of the present article, the literature is reviewed and the hypotheses are formulated. The proposed model and the relationships among its components are then explained. The methodology for validating the assumptions referred to in the model is described in the third section, and the fourth section includes results and implications. Finally, the article discloses the conclusions and future research.

## 2. Theoretical Background and Hypothesis

CS has been considered as meeting customer expectations [10]. Nevertheless, there are two major approaches in literature regarding the conceptualization of delight. The first applies the disconfirmation theory, which itself implies that delight can be achieved by surpassing desired expectations [10], and the second views delight from a physiological point of view as the combination of high pleasure and high arousal. Therefore, as Loureiro et al. [7] posit, satisfaction is defined as consumers' evaluative judgments based on more cognitive responses than delight. According to Kim and Perdue [16] (p. 247), the cognitive attributes are "physical dimensions or non-physical qualities that satisfy utilitarian needs and provide functional benefits or value", i.e., the price. Therefore, recognized cognitive factors in CD conceptualization come from models such as SERVQUAL. Based on the literature review, the service-experience framework encourages customer delight behavior in customers' high-quality memories through the relationship between very good service quality and

emotions. In the first place, because customer experience is “a phenomenon directed toward the pursuit of fantasies, feelings, and fun” [5] (p. 132). Secondly, service quality literature notes that the consumption emotions, understudied as “the set of emotional responses elicited specifically during product usage or consumption experiences”, can produce better customer responses from a very good service.

### *2.1. Service Delivery's Role in Remarkable Customer Experiences Evoking Customer Delight*

In recent years, the subject of CD has attracted researchers' attention and is the focus for much marketing research, primarily in tourism experiences [7], understood as a customer's positive emotional response to an “unexpected” service experience [17]. There is also considerable research underlying frontline employees as the highest impacting main factors in successful SD, and thus customer delight [13,15]. In a general manner, SD describes the interaction between service providers and customers [18], wherein the customer finds an extra which goes beyond occasional RCE. There are some authors [19] analyzing to what extent the SD process can affect customers' appreciation and quality perception of services. In comparison, there is too little research examining the antecedents and interactions between SD contingency factors and RTE, specifically regarding CD behavior.

One important statement presented in the Relational Marketing (RM) and quality studies from a customer perspective establishes the customer as a productive resource in the co-creation of value [20]. Customers are also involved in the SD process, so achieving CD states should be synonymous with delivering authentic services. For instance, Nyangau [21] studied the effects of customer SD on customer satisfaction regarding the expectation disconfirmation theory through employee commitment, customer relations, service quality, and loyalty. The authors concluded that those factors are strongly correlated and highlights what is important for the business in terms of delivering high quality services and employing employees who can supply good services to retain the customers. In this sense, Wang et al. [13] and Zhao et al. [22] underline the key role played by service staff in implementing delighting services and inducing the customer participation process. Also, others authors like Mamat et al. [23] recognize the positive influence of staff interaction, familiarity, and customer involvement on customer service experience.

Additionally, Barnes et al. [24], addressing these gaps in the literature regarding other perspectives than customer-oriented CD, affirmed that frontline employees have a positive impact in terms of perceiving CD. The study provides a set of conclusions as to the influence of an employee's positive affect on external behaviors. The broaden-and-build approach combined in the proposed framework can be understood equally well by the staff as by customers. Therefore, statements suggest considering the following hypothesis:

**H<sub>1</sub>:** *The interaction between the service staff and customers will positively influence a customer delight state.*

Recently, Collier et al. [25] introduced the concept of Idiosyncratic Service Experience (ISE), describing a perceived unique service experience where the service provider and customer create value in an unexpected way [24] (p. 150). Collier's study highlights the need to go deeper into the extraordinary service leading to CD and ISE. Likewise, Barnes et al. [24] propose that CD can be elicited when guests perceive the experience as being important to their personal well-being or special needs when the service is able to adapt itself to customers. Thus, service appraisal is also about services being accessible; if services are not available then customers are not going to be happy.

According to Wang et al. [13], key drivers of CD are service attributes that contribute to a delightful experience, such as accessibility. To engage CD through SD involves a customized interaction-reaction in regard to the culture and the market segment [13,16]. To illustrate this, Torres and Kline [26] suggest that customers from the European emission market better appreciate the affective component, for instance, friendliness in hotel experiences, while customers from the United States evaluate variables related to SD more highly [13]. The interaction between service suppliers and customers could be related to unsolved complaints, and implies in such cases that the service failure is creating a bad

image of the expected service ideal [27]. Furthermore, Roy et al. [28] provide useful insights examining the role of service convenience in eliciting customer engagement behaviors. Authors such as Roy et al. [28] highlight the role of service convenience, service fairness, and service quality in eliciting customers' engagement behaviors, such as customer help services.

Thus, in order to continue the exploration of factors and to fill in the main gaps in the field regarding the essential role of extraordinary service in modifying customer responses [25] during an RCE, the factors of service availability and customer service interaction will be introduced to the analysis. Thus, the following hypotheses are proposed:

**H<sub>2</sub>:** *The service availability will have a positive influence on customer delight state*

**H<sub>3</sub>:** *Customer service interaction will have a positive influence on customer delight state*

The SD literature encompasses tangibles factors and some service facilities from a customer perspective. It has been suggested that these whole components can have a significant impact on customers' appraisals [19]. However, the SD process itself in relation to CD behaviors has not been deeply studied in RTE, such as accommodation services or restaurant experiences. In fact, Kim et al. [29] extend support for the conceptualization of CD as a stronger antecedent than satisfaction in post-consumption behaviors such as loyalty, concluding that CD is significantly related to cognitive, affective, and conative loyalties. Thus, Richard et al. [30] support the idea that increasing this overall CD in customers staying in hotels is necessary to improve the experience, achieved with three service components: availability, service received (staff), and service interaction. Therefore, the following hypotheses are derived:

**H<sub>4</sub>:** *The service staff will have a positive influence on service availability*

**H<sub>5</sub>:** *The service availability will have a positive influence on customer service interaction*

## 2.2. The Link between the Service Delivery Role and Emotions Evoking Customer Delight

Summarizing some important issues in service operations, Field [31] wrote the article entitled "Service Operations: What have we learned?" The author recognizes future research topics in designed experiences and provides incentives to inspire behavior-influencers working in service provision. Furthermore, Harrington et al. [32] developed a framework to represent recent transformations of value from memories and the key future research line represented in unique service experiences. The authors support the discussion in the hospitality industry through a literature analysis and conclude that memorable experiences lead to CD, based on their understanding of the value-in-memory process. Excellent service delivery may provide customers with strong memories; evoking those memories in many different environments is a starting point. The question at this point is how to engage high-level emotional responses to deliver RTE?

Customers' behaviors in delightful service encounters are possibly related to excellent delivery services. Zhao et al. [22] explain that the effect is mediated by customer emotions, an essential factor in delight according to Richard et al. [30]. Experiences incorporate components from rational information processing and the experiential approach, including emotions [6], which may affect the customer's overall appraisal.

Emotions in RM and quality research have mostly been studied [33]. Following Plutchik's statements, CD has been defined as a combination of joy and surprise. However, other recent research has focused on basic emotions to explain behaviors such as CD [32,34], and specifically on emotions such as happiness and love, as well as the needs theory for the customers' global well-being appreciation in RCE. Other recent studies, such as Nadiri and Tanova [35], conclude that service quality factors can encourage greater positive feelings in customers. Consequently, researchers like Barnes et al. [15] have positively validated the relationship between an employee's positive affect and SD behaviors. Therefore, the following hypotheses are proposed:



**H<sub>6</sub>:** *The service staff will positively influence customer's happiness to enhance RTE*

**H<sub>7</sub>:** *Service staff will have a positive influence on customer's love sensation in RTE*

**H<sub>8</sub>:** *Customer service interaction will have a positive influence on happiness in CD state.*

Emotional assessment approaches have often been applied to address specific questions about the feasibility of sensual arousal, joy, or surprise [36]. Ball and Barnes [37] suggested that CD would originate from the affective drive, whereas Ma et al. [38] explore CD like an emotion related to hedonic consumption and with personal well-being.

Tourists can experience self-sufficiency and have a sense of well-being if the experience is affected by positive emotions depending on other factors. In fact, a study developed in restaurants found that customers with a high level of knowledge, self-efficacy, and motivation are more likely to participate in the co-creation experience [39]. Based on those findings, to assess CD, present research uses the exceptional value and excellent experience to measure delight. Authors would consider testing the relationship between the factors describing the supplier's and customer's emotion. Therefore, the following hypothesis is proposed:

**H<sub>9</sub>:** *Service availability will have a positive influence on customer happiness during an RTE*

However, love is an emotion, and like pride, it is difficult to measure in marketing studies [34], since it can be reached through other emotions, such as happiness, and requires personal interaction. Therefore, it is more likely that staff can influence feelings of happiness and love, but other SD factors may be more linked to happiness than love. Following the recommendations of Laros and Steenkamp [34] that posit carefully testing these kind of emotions, in the hypothesis model, staff will be related to both basic emotions, and the remaining components will be related only to happiness.

### 2.3. Emotions Role in RCE to Evoke Customer Delight

Clearly, emotions have been one of the most studied areas in relation to market and quality fields in terms of explaining customer behaviors, as well as defining a wide set of statements and findings. Nonetheless, there are gaps regarding the content and structure of emotions [34]. Recent studies [32] suggest focusing on basic emotions to support future studies on customers' feelings and fill these gaps [34].

The hierarchical positive affectivity model proposed by Laros and Steenkamp [34] presents four basic emotions (happiness, love, pride, and contentment) that may group together in happiness and contentment. The result includes the appraisal to measure each basic dimension according to an extensive literature review. On the other hand, Milliman et al. [18] recognize the positive effect of positive emotions. In the case of Lee [40], love, joy, and positive surprise are part of psychological well-being, while Milliman et al. [18] integrate similar variables as Laros and Steenkamp [34] in a dimension entitled emotional engagement. Therefore, the following hypothesis is proposed:

**H<sub>10</sub>:** *Happiness will have a positive influence on RTE bringing about a customer delight state*

**H<sub>11</sub>:** *Love will have a positive influence on customer delight state*

The primary goal of this research is to analyze the consequences and contingency factors of SD in RTE and their interaction in providing an excellent service, taking into account the basic emotional reaction. To achieve this goal, a grounded theoretical model was developed to describe the positive service encounter, as shown in Figure 1.

Furthermore, Table 1 summarizes and contributes to the understanding of the research design. The hypothesis has been summarized in four columns, according to the relationships of the dimensions in Figure 1.

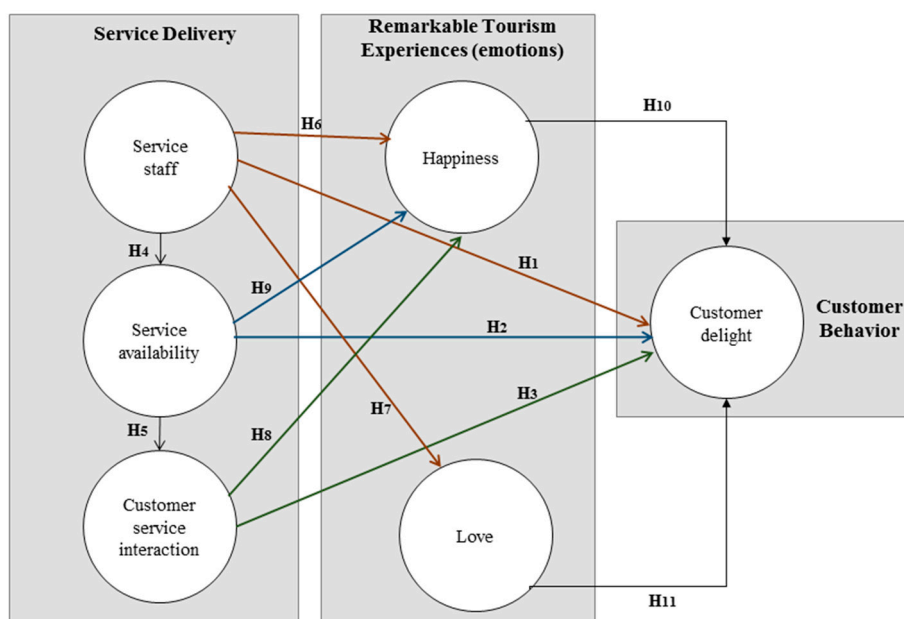


Figure 1. Research design.

Table 1. Summary of hypothesis according to the research design.

Path Model for the Hypothesis in the Research Model			
Hypothesis Related to Service Staff in RCE	Hypothesis Related to Service Availability in RCE	Hypothesis Related to Customer Service Interaction in RCE	Hypothesis Related to Emotions and CD Behavior
H1: Service staff → customer delight	H2: Service availability → customer delight	H3: Customer service interaction → customer delight	H10: Happiness → customer delight
H4: Service staff → service availability	H5: Service availability → customer service interaction	H8: Customer service interaction → happiness	H11: Love → customer delight
H6: Service staff → happiness	H9: Service availability → happiness		
H7: Service staff → love			

The model describes three factors in SD (service staff, service availability, and customer service interaction) connected with emotions (happiness and love) to elicit CD. This model mostly considers the broaden-and-build theory of basic emotions [34]. These basic emotions can help to better understand customer behavior in terms of appraising tourism experiences as excellent.

### 3. Methodology

#### 3.1. Sample and Method

The measurement scale was designed as a survey with 28 items, 13 of which assessed the SD component on the model by means of 3 factors, and 7 assessed the RTE component by means of 2 factors. Delight was measured directly by 5 items, including one item that described the joint the joint assessment of the two aspects (appraisal) with three variants: (1) satisfaction, (2) extreme satisfaction, and (3) delight. There were three demographic information items.

The survey was based on an extensive review of the literature. The first component, which was used to measure SD quality, was based on Kwong and Yau [41] and Liu and Keh [42]. The second, which assessed the RTE, was an adaptation from Laros, and the third component assessed delight

and was developed by the authors based on literature review. A small pilot test was undertaken to test all the items in the survey. To structure the RTE component with happiness and love as basic emotions, the authors assess the most significant emotions that best correspond to the antecedents of CD, adapting the proposal of Laros and Steenkamp [34]. This step accounted for 2 of 3 variables in the happiness factor, 1 of 2 variables in love, and surprise was included in the love component.

All items were evaluated with Likert attitude scales (1–5). The first (SD component) considered 1 as not good, 2 as acceptable, 3 as good, 4 as excellent, and 5 as extraordinary; the second (RTE component) considered 1 as nonexistent, 2 as a little, 3 as moderately, 4 as a lot, and 5 as absolutely, and for CD, from 1 as completely disagree to 5 as completely agree. Finally, the last question of the survey presents a selection of three possible options describing different customer behavior states (1, satisfaction; 2, extreme satisfaction; 3, delight). Table 2 summarizes the items on the measurement scale.

**Table 2.** Survey items.

Dimension	Items
Service staff	CES1: Unrequested recommendations provided by the staff CES2: The staff offering VIP treatment during the experience CES3: Staff's attitude towards customers CES4: Trust in the staff and service CES5: The staff is able to really know the customer needs and manage them CES6: The staff provide useful and complete information to customers
Customer service interaction	CEI1: Customization of the offer CEI2: Refund behavior CEI3: Behavior regarding customers' complaints or suggestions
Service availability	CEA1: Ambiance/appearance of the place CEA2: Access and information availability CEA3: Communication availability CEA4: Accessibility
Customer delight	CDE1: Excellent service CDE2: Overprice (customers agree to pay more for a similar service) CDE3: The experience evokes positive emotions and special memories for customers CDE4: Customers consider that the experience is of exceptional value to them CDE5: Experience appreciation
Happiness	CHS1: Enthusiasm CHS2: Optimism CHS3: Hope CHS4: Stimulus CHS5: The sensation of not noticing time pass when customers are enjoying transcendent experiences
Love	CLS1: Tenderness CLS2: Surprise

### 3.2. Data Collection

The data was collected through face-to-face interviews conducted at the Tourist Information Office in Girona (Spain) during August 2017 and an online survey was also employed to get the data from tourists in Portugal. The survey asked respondents to remember a remarkable experience they had during the previous 2 years in a hotel or restaurant. Once they had selected the experience, the customer had to keep this in mind while responding to the questions. The sample was comprised of 284 respondents, 33.80% of which correspond to Portugal. The demographics of the sample are shown in Table 3. The majority (79.93%) of the respondents were aged less than 50 years old and females represent 62% of the sample. The demographic analysis in Table 3 takes into account tourism experiences in hotels and restaurants according to the variables.

In total, 80.28% of respondents are from the European and American region, possibly because the data was collected during the summer-autumn season. The sample regarding the experience distribution is very similar; restaurant experience only represents 2.82% more than hotel experience.

**Table 3.** Demographic information of the sample.

	N	%	Hotel Experience	%	Restaurant Experience	%
<b>Age</b>						
Between 18 and 29 years old	150	52.9	77	55.8	73	50
Between 30 and 49 years old	77	27.1	34	24.6	43	29.5
Between 50 and 59 years old	39	13.7	17	12.3	22	15
60 or more years old	18	6.3	10	7.3	8	5.5
<b>Gender</b>						
Male	108	38	40	29	68	46.6
Female	176	62	98	71	78	53.4
<b>Nationality</b>						
Europe	228	80.3	113	81.9	115	78.7
America	42	14.7	19	13.8	23	15.8
Asia	11	3.8	4	2.9	7	4.8
Oceania	1	0.35	1	0.7	0	-
Africa	2	0.7	1	0.7	1	0.7
<b>Total</b>	<b>284</b>	<b>100</b>	<b>138</b>	<b>48.6</b>	<b>146</b>	<b>51.4</b>

#### 4. Measurements

The data was analyzed in three steps: (1) assessment of the reliability and validity of the measurement scale; (2) confirmatory Factor Analysis (CFA) using Structural Equation Modelling (SEM), and (3) analysis of the indirect effect in the causal model.

##### *Assessments of the Measurements Model and Structural Model*

The exploratory analysis was developed, among other methods, through the Principal Component Analysis (PCA). SD, RTE, and customer behavior components were considered for a different PCA using the Varimax orthogonal rotation method. The three PCAs generate six factors that explain 70.90% of the total variance and the measure of sampling adequacy for Kaiser-Meyer-Olkin (KMO) of 0.939 (which was greater than the recommended value of 0.7) [43]. Bartlett's test of sphericity was 2861.648 (df = 231) with a significance of 0.000.

Tables 4 and 5 shows the three PCAs. Table 4 shows the values for the SD component and Table 5 for RTE and CD. Both tables include the loading value for each variable corresponding to values greater than, or equal to, 0.50, as recommended by Bernardo et al. [44]. To reduce the number of items on the scale, three main criteria were considered: (1) items loading below 0.50 in each factor, (2) inter-item correlation less than 0.30, and (3) item-dimension correlation less than 0.40, as considered by [44]. All cases were within the range of 0.30 to 0.50. During the analysis, three items were removed—one from service staff, one from service availability, and the last one from the CD factor. Finally, after the initial exploratory analysis, the measurement scale has 22 items. In the analysis the communalities values were considered in each variable. In all cases, the values were high (greater than 0.50), which means a good representation in the common factor space.

The PCA for the SD component suggests three components, which means that the three dimensions in the component space account for 58.58% of the variance. The first factor (27.74%) includes 5 items and accounts for the most variance, hence has the highest eigenvalue = 6.84, while each successive component accounts for less variance until 1.33. Table 4 shows the distribution of the items, and Table 2 shows the initial distribution before the PCA analysis.

**Table 4.** PCA analysis of the customer experience service factors.

Statements	1	2	3
CES1	<b>0.706</b>	0.226	0.197
CES2	<b>0.839</b>	0.130	0.128
CES3	<b>0.810</b>	0.109	0.075
CES4	<b>0.691</b>	0.398	0.061
CES5	<b>0.675</b>	0.373	0.123
CES6	0.474	0.395	0.239
CEI1	0.425	<b>0.531</b>	0.289
CEI2	0.375	<b>0.541</b>	0.232
CEI3	0.407	<b>0.589</b>	0.210
CEA1	0.357	0.290	<b>0.571</b>
CEA2	0.424	0.158	<b>0.587</b>
CEA3	0.547	0.042	<b>0.630</b>
CEA4	−0.140	0.054	0.558

Significant loadings on one factor are presented in bold Eigenvalue = 6.854; % cumulative variance = 58.58. KMO = 0.90. Bartlett's test of sphericity = ( $\chi^2 = 1620.801$ ,  $df = 120$ ,  $p = 0.000$ ).

**Table 5.** PCA analysis of customer experience and customer delight.

Statements Emotional Factors	1	2	Statements Customer Delight	1
CHS1	<b>0.821</b>	0.227	CDE1	<b>0.777</b>
CHS2	<b>0.859</b>	0.253	CDE2	<b>0.474</b>
CHS3	<b>0.763</b>	0.327	CDE3	<b>0.814</b>
CHS4	<b>0.789</b>	0.323	CDE4	<b>0.778</b>
CHS5	<b>0.608</b>	0.286	CDE5	<b>0.765</b>
CLS1	0.280	<b>0.839</b>		
CLS2	0.309	<b>0.820</b>		

KMO = 0.892. Bartlett's test of sphericity = ( $\chi^2 = 960.302$ ,  $df = 21$ ,  $p = 0.000$ )  
 Eigenvalue = 4.186; % cumulative variance = 70.64

KMO = 0.824. Bartlett's test of sphericity = ( $\chi^2 = 387.117$ ,  $df = 19$ ,  $p = 0.000$ )  
 Eigenvalue = 2.785%; cumulative variance = 55.68

Significant loadings on one factor are presented in bold.

The second and third factor in the SD component explains a similar percentage of the variance (17.91% and 12.91%). The second one emphasizes service interaction and includes three items explaining how the service responds to the customer through the service suppliers. The third factor also includes three items and explains the most practitioner aspects regarding the service; this last component intends to capture the initial picture of the customer in the service encounter.

In service delivery's PCA, the most significant factor to explain the variance is the service staff and the remaining two explain a similar percentage of the extracted variance. The value for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy is acceptable (0.90), as well as the value for Bartlett's Test of Sphericity. This last test allows rejection of the null hypothesis about the identity character of the correlational matrix and is greater than the recommended value of 0.60.

PCA for the RTE component suggests two factors, which account for 70.64% of the variance in the component space. In this analysis, the exclusion criteria were the same as in the previous one. The first identified factor (happiness) explains 45.13% of the total variance, and the second one (love) explains almost half of the first (25.50%). Both factors integrate seven items describing the tourism

experience from the customer perspective based on basic emotions. Happiness is the most important factor in the component space with eigenvalue = 4.18. Finally, the PCA in CD component explains 55.68% of the total variance in the component variables, with the highest loading values corresponding to the positive emotions, exceptional value, and appraisal (descriptive appraisal state). This CD factor includes, for the first-time, variables recognized independently as a key factor in delight. Values for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy are acceptable in both PCAs, as is the value for Bartlett's Test of Sphericity (0.89 and 0.82), rejecting the null hypothesis about the correlational matrix.

Measurement scale validity was assessed using CFA with SEM in the EQS tool, version 6.3 (Multivariate Software, Inc., Temple City, CA, USA). Before conducting the CFA analysis, we tested that the assumptions of normality, skewness and kurtosis indices for the scale items were within the recommended absolute values of 3 and 8, respectively, indicating no violation of the normality assumption [45]. The results are explained in Table 6. Reliability was assessed using the Cronbach's alpha (0.939) and the range of Cronbach's alpha if one item is removed (0.881–0.931); both coefficients are acceptable. The range values are also indicative of good reliability among the variables within each dimension. The composite reliability in all factors exceeded the recommended value of 0.7 for internal consistency.

The RHO correlation coefficient was 0.955. In all cases, the extracted variance (AVE) was within the recommended limit of 0.50. Furthermore, discriminant validity was analyzed by comparing the linear correlations or standardized covariance among the latent factors, checking that the correlations were less than the square root of the AVE. Table 7 shows that the square root values for each AVE were greater than the elements of the diagonal. Convergent validity was determined by checking the t-values ( $t > 2.58$ ), which have a high weight in all cases.

**Table 6.** Measurement assessment (reliability and validity).

Dimension/Item	CFA			Indices
	Standardized Loadings	r <sup>2</sup>	t-Values	
<b>Service staff</b>				AC = 0.867
CES1	0.716	0.513	13.16	RCAIR = 0.927–0.931
CES2	0.820	0.672	16.60	RCBIS = 0.952–0.773
CES3	0.801	0.642	13.16	CR = 0.884
CES4	0.763	0.583	13.30	AVE = 0.60
CES5	0.782	0.612	12.62	
<b>Customer service interaction</b>				AC = 0.763
CEI1	0.726	0.527	10.72	RCAIR = 0.850–0.918
CEI2	0.657	0.432	9.60	RCBIS = 0.771–0.852
CEI3	0.718	0.510	10.73	CR = 0.743
				AVE = 0.50
<b>Service availability</b>				AC = 0.723
CEA1	0.614	0.377	8.34	RCAIR = 0.884–887
CEA2	0.742	0.551	8.98	RCBIS = 0.681–0.727
CEA3	0.702	0.492	9.65	CR = 0.749
				AVE = 0.50
<b>Customer delight</b>				AC = 0.803
CDE1	0.760	0.578	17.47	RCAIR = 0.887–0.899
CDE3	0.750	0.562	12.09	RCBIS = 0.644–0.799
CDE4	0.732	0.536	13.90	CR = 0.835
CDE5	0.746	0.556	17.163	AVE = 0.56
<b>Happiness</b>				AC = 0.876
CHS1	0.763	0.583	15.27	RCAIR = 0.881–0.908
CHS2	0.850	0.723	18.76	RCBIS = 0.723–0.848
CHS3	0.815	0.663	20.42	CR = 0.955
CHS4	0.831	0.691	23.14	AVE = 0.65
CHS5	0.600	0.344	9.86	
<b>Love</b>				AC = 0.790
CLS1	0.758	0.574	12.89	RCAIR = 0.881–0.908
CLS2	0.735	0.540	9.51	RCBIS = 0.723–0.848
				CR = 0.716
				AVE = 0.56

Alpha Cronbach (AC), Range of Cronbach's alpha if one item is removed (RCAIR), Range of correlations between items and total corrected scale (RCBIS), Composite Reliability (CR), Average Variance Extracted (AVE).

**Table 7.** Correlation matrix.

	1	2	3	4	5	6
1. Service staff	<b>0.777</b>					
2. Service interaction	0.684	<b>0.701</b>				
3. Service availability	0.748	0.659	<b>0.707</b>			
4. Happiness	0.643	0.568	0.545	<b>0.808</b>		
5. Love	0.686	0.606	0.581	0.800	<b>0.747</b>	
6. Customer delight	0.708	0.694	0.685	0.778	0.716	<b>0.747</b>

## 5. Results

The external model includes six latent first-order reflective factors (see Figure 2) and 22 variables. The model represented in Figure 2 emphasizes the key-role of the service staff in RTE and the interaction between the components according to the research model. Figure 2 includes the direct path coefficients represented with a solid line, while the indirect effects are represented with a broken line. All the values correspond with the standardized solution considering the significance ( $* p < 0.05$ ) and explaining the establishment relationships in the model and their coefficients. The path coefficients with the corresponding values for the R-Squared and t-values in each case are summed up in Table 8. The model tested using the robust maximum likelihood method from the asymptotic variance-covariance matrix using the EQS 6.3 supports an acceptable and consistent adjustment for the factors in the CFA.

**Table 8.** Standardized solution of the model.

Path	Coefficient *	R-Squared	t-Value
Service staff → Happiness	0.643	0.413	7.83
Service availability → service customer interaction	0.959	0.921	8.78
Service staff → Service availability	0.884	0.781	11.84
Happiness → customer delight	0.440	0.767	5.71
Service staff → customer delight	0.525	0.276	6.21
Happiness → Love	0.627	0.393	7.43
Staff → Love	0.283	0.056	3.16

Fit statistics:  $\chi^2$  Satorra-Bentler ( $df = 200$ ) = 312.9221 ( $p$ -value = 0.00310); RMSEA = 0.050; CFI = 0.938; BB–NFI = 0.939; BB–NNFI = 0.774. Note: \* All significant at  $p < 0.05$ .

The obtained fit indices (see Table 8), specifically, the value of  $\chi^2$  Satorra-Bentler scaled Chi-square statistic test 312.9221 ( $df = 200$ ) and the  $p$ -value 0.000, denote the chi-square value of Maximum Likelihood Estimation technique (MLE). Using the Satorra-Bentler scaled Chi-square by  $df = 200$ , the factor is 1.56, which is way below the accepted limit of 5. The root mean square approximation error (RMSA) was 0.050, and the CFI was 0.930. Furthermore, values for Cronbach's alpha test (0.879) and RHO (0.938) were also within the acceptable range.

A Lagrange test was applied in the latent factors model, which suggested determining one correlation to improve the goodness-of-fit indices. The first of these was between happiness and love, which had a significantly higher correlation ( $p < 0.001$ , value = 0.627). Moreover, based on this suggested relationship, the indirect effect between the service staff and love feelings mediated by happiness ( $p < 0.001$ , value = 0.403) was studied.

According to the path coefficients, the six latent factors identified previously interact as contingency factors in the SD to RTE supporting CD behaviors. The direct impact between service staff and happiness (0.643,  $p < 0.01$ ) was significant ( $p > 0.05$ ) to address RTE, most of which cannot be addressed solely with single factors. In a specific manner, respondents expressed that getting on well with a singular member of staff allows them to obtain a happiness state during the service, as well as a sensation of tiredness and surprise represented by the direct and most significant relationship between happiness and love (0.627,  $p < 0.01$ ) and staff-love (0.283). However, the results do not support a direct and significant relationship ( $p > 0.05$ ) between love and CD.

The service staff (0.525,  $p < 0.01$ ) and happiness (0.440,  $p < 0.01$ ) affect CD, suggesting a significant-value index among the customers in both factors. However, the coefficient regarding the impact of happiness was perceived as lower than the service staff in terms of adding insights to remarkable experience findings. There is a direct significant relationship between the service staff and the service availability (0.884,  $p < 0.01$ ) and between the service availability and the customer service interaction (0.959,  $p < 0.01$ ), which could imply a causal relationship.



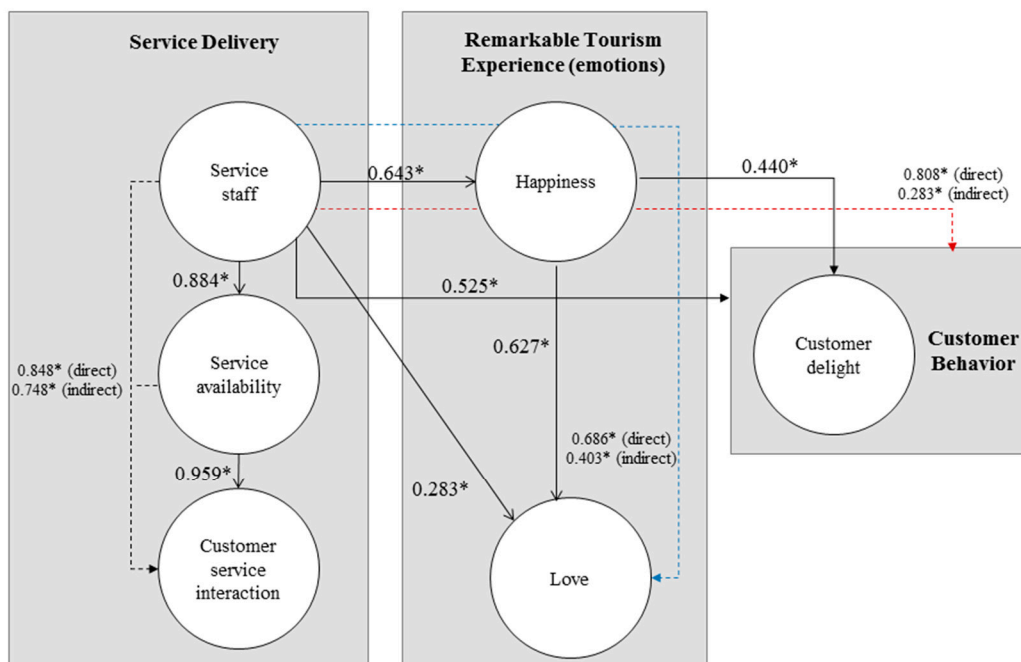


Figure 2. Path coefficients in the model. Direct and indirect effects.

There were no significant direct relationships established in the research model between service availability, happiness, and RTE ( $p > 0.05$ ). This finding in the model would be explained by the indirect effects, focused exclusively on the customer's mediation, which is an essential factor in obtaining a thorough appraisal of the customer's well-being settings. The explicit relationship between variables and factors with the underlying theoretical construct presented in the model suggests a mediation position of basic emotions and a higher effect of the service staff in starting a chain of relationships towards excellent customer experiences.

On the other hand, the service interaction factor and its direct relationship with happiness in RTE is also not significant ( $p > 0.05$ ) according to the respondents. Meanwhile, the latent factors in each component of the research studies initial design suggest a high-value index among the customers regarding the interaction with staff. The most significant variables of service staff are VIP treatment for all customers and attitude, which have both been recently stated to be closely related to staff contentment [46]. Other important items are stimulus, hope, and the sensation of not noticing time pass when the customer is enjoying RTE. Furthermore, in the SD component, the respondents highlight the positive effect of the extent to which the service responded to their complaints, suggestions, and customized needs related to an effective intervention before failing in the SD.

#### Indirect Effects on the Model

The perception of indirect effects could improve the quality of the evidence generated in the causal model. While direct effects provide evidence about the direct impact of one variable or factor on another without a third variable, the indirect ones explain why and how this relationship is established [47]. The application of a mediation test in the causal model enables finding the main indirect effects. In the standardized model, three indirect effects were positively significant ( $p < 0.01$ ) with a 95% confidence interval excluding zero; one of them was studied after the suggestion made by the Lagrange test. Table 9 lists the indirect and direct significant effects among factors in the model with the significance level.

CD in RTE and specifically in hotels and restaurants is affected by numerous variables grouped in the service staff and customer service interaction according to the mediation described in Figure 2. The relationship between the service staff and love mediated by happiness (0.403,  $p < 0.01$ ) is as

significant as the direct impact (0.686,  $p < 0.01$ ). On the other hand, the relationship between service staff and CD mediated by happiness is also significant (0.283). In this particular case, the coefficient effect on the mediation variable is quite similar to the coefficient with the mediation.

**Table 9.** Indirect and direct effects. Mediation test results.

Relationship	Direct Effect	Indirect Effect	<i>p</i> -Value	Conclusion
Service staff → Happiness → Love	0.686 (4.60)	0.403	$p < 0.05$	Indirect-only mediation
Service staff → happiness → customer delight	0.808 (6.03)	0.283	$p < 0.05$	Complementary mediation
Service staff → service availability → service interaction	0.848 (5.88)	0.748	$p < 0.05$	Indirect-only mediation

**Note:** In direct effect column appears the direct effect coefficient (t-value).

According to the results, there is a higher indirect effect between the service staff with customer service interaction mediated by the service availability (0.748,  $p < 0.01$ ). From a practitioner's approach, an experienced and unique staff can modify some customer behaviors [15], for instance, when angry customers have complaints. Thus, the mediation effect suggests the causal pathways. Therefore, the direct impact of service staff in RTE is less significant than the direct impact of happiness.

## 6. Discussion and Implications

The model assesses the role of SD components in high-quality service memories and draws a path as to how customers come to form this opinion considering the customer's emotional basic reaction. The model encompasses six second-order latent factors interacting in three components (SD, RTE, and CD) describing attitudinal and emotional variables. Table 10 summarizes the hypotheses formulated in the study and the results obtained, tested with data covering 284 answers from hotel and restaurant experiences.

**Table 10.** Sum of hypothesis and results.

Hypothesis Related to Service Staff in RCE	Hypothesis Related to Service Availability in RCE	Hypothesis Related to Customer Service Interaction in RCE	Hypothesis Related to Emotions and CD Behavior
H <sub>1</sub> : Supported	H <sub>2</sub> : Not supported	H <sub>3</sub> : Not supported	H <sub>3</sub> : Supported
H <sub>4</sub> : Supported	H <sub>5</sub> : Supported	H <sub>8</sub> : Not supported	H <sub>11</sub> : Not supported
H <sub>6</sub> : Supported	H <sub>9</sub> : Not supported		
H <sub>7</sub> : Supported			

The SD dimension of the model represents variables that some authors deem as main components in the SD process, according to the literature review [17] linked with CD. The most important latent factor suggests that interaction with a service's staff is highly valued by the respondents [13,48,49]. It is in the staff factor that most of the significant relations in the model begin; no other factors in the SD dimension directly affect basic emotions to evoke CD. In attitudinal-cognitive terms, the service staff could represent an overall service image for customers.

Despite CD and staff being directly and positively correlated (0.525), there is another way to establish this correlation for the partial relationship between staff and happiness variables (0.642), followed by happiness and CD correlation (0.440). Results show that both are significant and start assessing variables in the staff factor. However, coefficients in the second variant are higher than in the first. This well-being in the second interaction allows customers to achieve feelings of optimism or stimulus during the experience.

Meanwhile, the direct relationship between the variables in the service's staff and CD and the indirect one mediated by happiness, as well as the direct relationship between a service's staff and happiness, support the first and sixth hypotheses (see Table 9). Furthermore, the results support the hypothesis of a direct relationship between the staff and love feelings, directly and indirectly. Consequently, the seventh hypothesis is also supported.

Results also suggest that the combination of a service's staff, availability, and customer service interaction affects RTEs and consequently the appraisal each customer makes depending on their previous experience and needs. This could mean that even though the customer did not link the availability and service interaction with CD or RTE directly as the initial model posits, these factors are related, distinguishing an ascending type of CD and integrating SD components and basic emotions from the frontline employees. Hypotheses 4 and 5 are thus supported and hypotheses 2, 3, and 9 are not supported.

In a similar manner, the results do not support a direct correlation between the customer service interaction and happiness, suggesting that customers take certain variables for granted describing, for instance, attitude when dealing with complaints and suggestions. Customers can develop usual reactions even if the services provide a comprehensive set of high-quality facilities. This fact has been explained in the literature regarding emotional reactions by authors like Watson and Spence [33] and is based on the previous idea from other authors, such as Kumar et al. [50], concluding that a high degree of surprise does not necessarily mean delight. Thus, hypothesis 8 is not supported.

Happiness expressions appear in the model to represent specific emotional appraisals during RTE. According to the results, happiness is more strongly correlated to CD. Nonetheless, the distribution and significance of the emotions are different to other models available in the literature because it is based on the basic-dimensional emotions as a key informational source. In this case, the correlation between happiness and CD is similarly significant to the correlation between the staff and CD and allows validation of hypothesis 10. Finally, our findings support the key role of SD and emotions in evoking delight, however the interpretation of these findings must be used with caution due to the sample size. The number of respondents cannot be considered as a large sample, which could give a better representation of the population. Even under this condition, the response rate is 75% at its highest, as recommended by Kelley et al. [51]. Thus, we think that a nonresponse bias is unlikely [51].

### 6.1. Theoretical Implications

This research provided the first support for the idea that SD components like the staff, customer service interaction, and service availability affect RTE, expressed through happiness and love as basic emotions, and that they should be distinguished in tourism experiences and consequently that CD behaviors should be evoked in customers with high-quality service memories. The present article goes beyond the frontline employees to look at delight from a service perspective.

The research contributes to marketing and quality literature showing that a service's staff is directly related to customer happiness and love. Results in both factors suggest that employees are able to evoke a happiness state in customers. Furthermore, findings support the idea that the staff is related with the extent to which customers perceive the service availability, creating a chain of SD among the three components identified. The staff groups several factors that have been tested positively in their correlation with CD, such as unsolicited recommendations to customers [24] or staff attitude in a single component.

Despite previous research showing that positive emotions such as pleasure or joy have a strong influence on CD, these findings suggest that to engage high-level emotional responses to deliver RTE, the service components are also necessary. From a quality perspective, results agree with [38] about the correlation between CD and hedonic consumption focus on customer needs. CD expresses excellence and the construction of happiness expressions might be more tightly linked with these motivational service states. However, apparently to impact customer emotions, the intervention of the staff is absolutely necessary, even if the other components are also important.

Happiness influences CD and is related to love feelings, although their implications are quite different. Emotionally, RTEs start in happiness and happiness would increase tenderness. Findings provide empirical evidence to better understand CD based on the fact that customers are also experts in the SD process and the need to go deeper into basic emotion studies to achieve RTEs is synonymous with delivering authentic and excellent service. In addition, the initial service components and basic emotions (mostly happiness) suggest that customers would transform the extra-value into memories. This possible transformation was recently mentioned in Harrington et al. [32], describing a memory-dominant logic (MDL) framework. The present research explores another dimension (SD) in extraordinary tourism services in order to establish a relationship between them.

## 6.2. Practical Implications

Despite contingency factors in SD, components are significant and correlated according to the results; the most important component is the service staff in agreement with Barnes et al. [24]. The first implication will possibly be related to training practices; service providers have to keep in mind that frontline employees directly impact customer service encounters [52]. In fact, Ludwig et al. [53] focus future discussions in the field of sustainable delight based on the service triangle, which means including staff. However, even though analyzing which kind of practices can improve the interactions between customers and staff to favor CD behaviors is beneficial, it was not the aim of this study, and authors considering those practices would have to include affective and empathy techniques. The arguments given above prove that the staff enable the linking and mediation of significant relationships in excellent service delivery. The model illustrates the analysis of the role of service staff and indirect and direct effects as a long-term implementation guide to evoke delight in customers.

The tourism industry can take advantage of insights from this study. Service providers must stimulate excellent service delivery and exceptional value. The exceptional value must ensure that customers have their own ideal of happiness according to the context, previous recent memories, or even culture [26]. In this case, enterprises have to be capable of designing experiences which are ideal to customers. Again, training can help employees to identify happiness needs and respond to them. However, findings demonstrate that customers and service suppliers should be aware that for CD, the emotions, and more precisely happiness, relate to needs.

The model illustrates how SD components can stimulate personal emotional resources to evoke CD. The service availability is as important as the customer service interaction and is related directly and indirectly to the staff. Both factors would help tourism service providers as well as consumers to create an effective communication system. Based on the insights, the SD component has a key role in providing delight to customers.

Service providers cannot design every customer service interaction in advance; thus, it is important to pay close attention and to improve the interactions between customers and staff. This work emphasizes the need to consider the RTE from the service, customer, and staff perspective to achieve excellence and to replace standard service memories with delightful ones. Service providers should understand the specific emotional requirements in each stage of the customer's journey. Evoking CD behaviors is about the extent to which customers perceive the SD process and whether the service provider is able to know their needs.

## 7. Conclusions

The objective of this study is to analyze the consequences and emerging factors of SD in RTE and explore their interactions in evoking CD. This study established a novel and reliable service-oriented model of six factors, consisting of 22 variables. According to the results, the service staff leads the interaction among factors beginning in the SD component with basic emotions as catalysts to evoke CD in tourists.

According to the advanced literature in the RM field, factors related to service availability and customer service interaction, as well as basic emotions, were studied, to go beyond the staff's positive

influence on the CD. According to the findings, the SD component encourages delight behaviors, expressing customized ideals of excellence in RTE and particularly in hotel and restaurant memories. Happiness and excellence-oriented service attitudinal factors give customers the key they need to evoke delight. Even if this study does not offer a conclusive answer to the question, it uncovers important findings about how the positive perceptions of consumers about SD can affect the evocation of emotion's and lead to delight behaviors. Thus, the authors recommend verifying the results on a larger sample of respondents.

The model suggests that the service providers must create the encounter conditions to be more customized to the customer's happiness ideal; a favorable customer-staff interaction would lead to a positive appraisal of the other service components and emotional evocation, which would enhance CD. Furthermore, it can be assumed that variables in emerging factors and their interactions are bendable to improve customer behavior-influences in RTE, so one of the possibilities for future research in this field is analyzing and comparing the model with other tourism memories, as well as in other destinations with other compositions of respondents.

This study has some limitations. The results suggest that appraisal is a very important variable and we consider it a limitation to only use one item to measure it. According to the not-supported hypothesis, it is possible that other service components affect or mediate the recognized factors. Therefore, in other studies, we will possibly include other service components.

Considering the results and the key role of the staff, the present research suggests some questions to keep an advance on the field: Can employees reach a delighted state? How can employee's delight be measured and what emerging factors would be involved? To what extent do delighted employees affect customer behaviors and an enterprise's development?

**Author Contributions:** D.E. conceptualized the paper and drafted most of the text. M.C., A.S., and P.S. provided critical review, built on the conceptualization and provided text. P.S. provided support for resources.

**Funding:** This work was supported by Secretariat for Universities and Research, from the Department Economy and Knowledge of the Government of Catalonia, Spain; the European Social Fund, the Spanish Ministry of Science and Innovation [ECO2017-86054-C3-1-R], and the Autonomous Government of Catalonia [2017 SGR 1259].

**Acknowledgments:** The authors would like to thank the support received by the Tourism Office of the city of Girona belonging to the City Hall. To Gloria Plana, Director of Economic Promotion, Local Development and Tourism of Girona.

**Conflicts of Interest:** The authors declared no potential conflict of interest.

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## **Chapter 10. Discussion**

The three essays of this dissertation explore empirically the state of delight in customer's most memorable experiences in tourism industry striving to solve the lack of operational measures in CD literature. During the thesis, were identified delighted consumers and additionally with the application of the development operational measure, it was possible to distinguish among delighted, more than satisfied and satisfied customers. The approach of the concept is toward the affective and cognitive nature of the state through the positive experience of customers. Moreover, the interaction among the recognized most influencing first-order factors of delight is also analyzed focus on the SD process.

The first essay, "Tourism customer delight. An affective matter?" has two main objectives. The first is to analyze the literature about CD and group positions to propose a research model and operational measure of delight. Additionally, the essay aims to assess and to apply the measurement scale and get empirical data to support the proposed model. The main findings reveal that, for the analyzed sample, a combination of cognitive-affective dimensions had a positive influence in the experience of a customer to be delighted; however, both paths do not have the same effect. It seems that the affective dimension had a greater impact on consumers transcendent experiences. One of the most interesting results of the study was the obtained factors after the exploratory analysis, leaving three factors in the cognitive dimension apparently describing the excellent SD toward the interaction with customers. Besides, this first study obtains two factors in the affective dimension labelled by authors as internal and external happiness.

The main conclusion to be drawn from this study is that the operational measure is able to identify delighted customers. Therefore, customers seem to describe the pathway to achieve that state by first assess the cognitive attributes and then evoking positive affectivity through basic emotions to eliciting delight. In fact, direct relationships were established between the cognitive dimension and the affective dimension and from the affective dimension toward delight, but not directly between the cognitive and affective dimension.

Overall, Likert attitude scales, such as the measurement using in the study, express a global positive or negative predisposition toward the measure category, in this case, for instance, a high total score will mean that customers have a positive attitude towards

delight. If we add the items of the survey, the minimum possible value of the attitude range is 18 points (considering nine variables in the cognitive dimension, six variables in the affective dimension and three variables measuring delight). If the respondent selects five in the evaluation of each item, then the maximum score is 90, at the contrary if the respondents assess with one each item the lower score will be 18. Then the scale of attitude towards delight in customers can be understood as very favorable because the overall scores are between 31 and 89 for  $n=400$ . However, authors realize that the sample encompasses a large group of services and it seems possible that the level of influence and significance of the variables will be different.

In light of that, the second essay, "Identifying and measuring customer delight in the hospitality industry", has aimed to study delighted customers in the hospitality industry by building a sub-sample with the experiences in hotels and restaurants. From the results, we propose a model quite similar to the first one related to cognitive and affective dimension's effect on the elicitation of the delight state. The model has some remarkable differences with the overall one. As in the first model, the exploratory analysis and the CFA analysis confirm two components in the affective dimension; however, one of them was love, a non-significant factor in the first model. The composition of the factors was slightly different, i.e. the happiness factor includes the variable joy and other two factors in the cognitive dimension (service availability and service interaction) have one different variable. Regard the relationships in the model, the affective dimension it seems again the most important, although has a lower correlational coefficient than in the first model, as well as with the cognitive dimension. Should be also noted that the study obtain an indirect relationship between the cognitive dimension and delight, as well as other two significant indirect relations among love and happiness with the cognitive dimension.

Another interesting conclusion about this second study come from the application of the Kruskal-Wallis test which suggest that the culture of customers understand since the nationality possible affects how customers appraise the experience. However, the analysis by gender suggests that males and females appraise the experience in a similar way. From this second study and following the implications of the both studies, we decide to study deeper the relationships of the first-order factors in the hospitality industry. Then, the third essay involves hotel and restaurant experiences, but summarizing the responses obtained in the second stage of the measurement scale that

means data coming from Portuguese tourists also.

The third essay, "Exploring the role of service delivery in remarkable tourism experiences", explores the contingency factors from SD in remarkable experiences and at what extent interact these factors to evoke delight behaviors in customers. The results drew a model with six second-order latent factors interacting in three components: SD, RTE, and CD. The first implication from the essay is that customers highly valued the interaction with the service staff during the experience. Staff's attitude affects the evocation of happiness and indirectly love feelings in customers. Second most interesting contribution of this essay is related to how to engage high-level of emotional responses to deliver RTE is also necessary the service component. From the interaction among the components in the tested model, tourism enterprises should provide customized encounter conditions aligned with customer's happiness ideal, led by the staff.

Finally, despite contributions to achieve the main objective of the dissertation authors still have much work to do in order to empirically analyze other services independently of the hospitality industry and make comparisons about the influence of the cognitive and affective dimension in CD. It is important to remember that basic emotions were discovered in the first and second study unexpectedly with a different significant influence, thus more research is needed in this sense. Furthermore, it can be assumed that variables in emerging factors, suggested models and their interactions are bendable to improve, so one of the possibilities for future research in this field is analyzing and comparing the model in other services, as well as in other destinations with other compositions of respondents



## **Chapter 11. Conclusions**

The subject of this thesis is focus in the lack of operational measure to identify CD, recognized the literature developing a construct considered recent in RM field (Torres and Ronzoni, 2018) with not many empirical studies. Therefore, the current study contributes to deeper understand a customer behavior beyond satisfaction by first, grouping positions in the literature to developing and validating a research model and the measurement scale of CD. The research model conceptualizes for the first time, as large as we know, an affective dimension basic on previous basic emotions studies, and strive to introduce other type of variables coming from the experiential approach to directly measure delight. Second, developing and validating the scale in several tourism services and opening the possibility of to compare by service-sector the influence of basic emotions and cognitive attributes. Third, exploring deeper the differential relational results of the contingency factors to delight in customers.

The primary conclusion of this dissertation is that the combination of cognitive-affective antecedents affects the positive state of delight in tourism most memorable experiences. Higher positive perceptions of the cognitive attributes indicate that a state of excellence in SD is highly appreciated by customers while basic emotions reflect the affective reactions of customers. The number of delighted customers identified is quite lower than the number of more than satisfied customers, evidencing the complexity of the construct. One of the reasons for this fact could be the lack of clarity in the theories and the need to discuss the construct in future as an “umbrella construct”. However, tourism services should become aware about the individual nature of the delight appraisal, the high significance of to create emotional connections with customers and the role of the staff influencing customer’s happiness and love feelings.

The second conclusion is that factors leading the state of delight in customer’s memorable experiences could be different depending of the service. The results of this study show that basic emotions have a different level of significance to customers in the hospitality industry than in the whole sample. Additionally, the study reinforces the idea that the culture of the customers should be taking into account when in services design.

The findings can have many practical implications and can be of useful to reinforce or generate some theories in the field. In light of that, the thesis provides a research agenda as a foundation model to elucidate the role of CD and to establish future

research lines for tourism industry sustainability, in this same section.

### *11.1 Conclusions and future research*

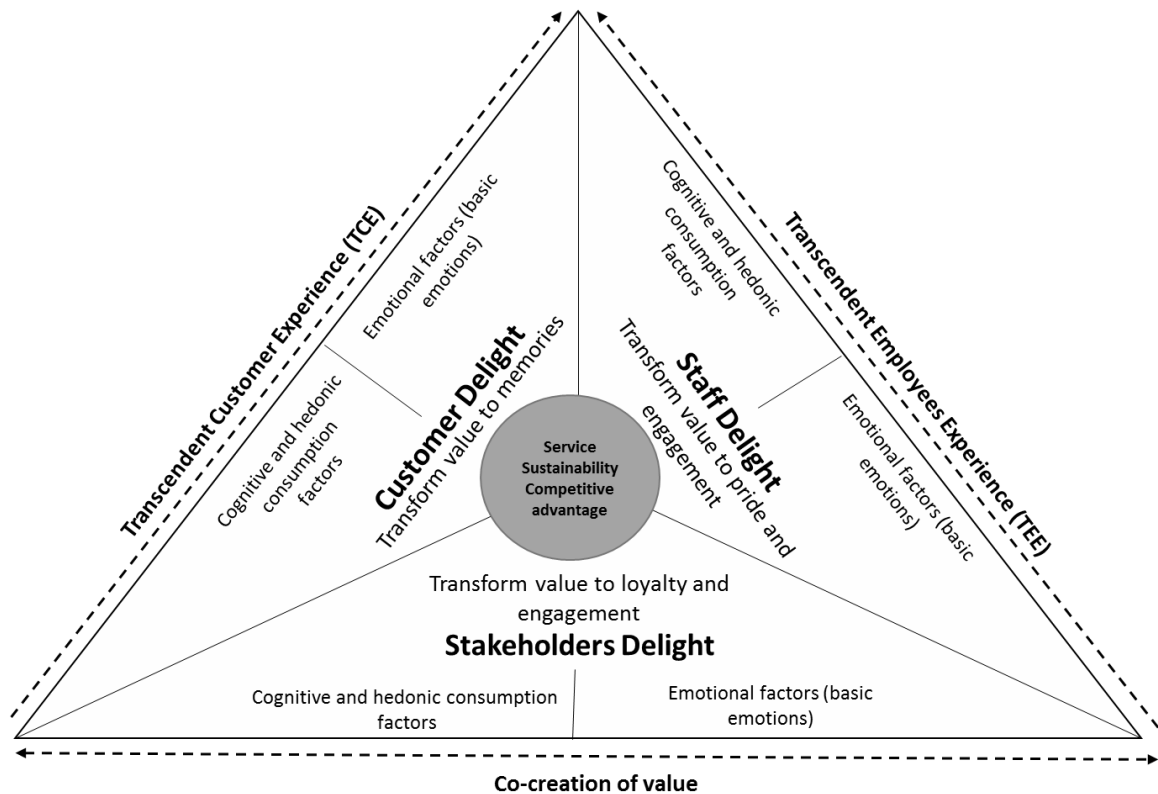
It should be clear that organizations could not respond as quickly as stockholder's desire to the growing needs with an excellence approach. However, it is advisable to focus on the creation of exceptional value making the delight state sustainable over the time. That means high-quality levels without a continuous expectations spiral Johnston (2012). Thus, the conceptual research agenda in Figure: is focused on the / transformation from value to memories, engagement, pride, and loyalty. These agenda defends the possibility of delighted customers, staff and the remainder stakeholders the opportunities that encompass this to future research. In light of that, authors introduce as equivalent to TCE, the proposition of a Transcendent Employee Experience (TEE) based on the key role and effect of the staff on external behaviors according to the literature and results in the third essay. Customers and other stakeholders interact actively in the value creation and not only as a receptor (Shams and Kaufmann, 2016). Moreover, each semi-triangle encompasses cognitive, affective and experiential attributes to achieve a CD state. As Nordhorn et al. (2018) suggest, tangible aspects as much significance as intangibles ones to evoke emotions, and CD is in nature affective. The argument that customized need's fulfillment, hedonic consumption aspects and emotions can lead delight suggests a cognitive and affective dimension to identify CD, also incorporating elements from the MDL in operational measures of delight.

By the other hand, while previous studies have implicitly adopted identified approaches, MDL and customer heterogeneity based on individual needs principles (Butori and De Bruyn 2013) realize the dynamic nature of CD bring in more attention as a tool to guarantee the sustainability of services (Ludwig, et al., 2017). In consequence, the agenda adopts a sustainable perspective of CD state, based on the principal of delighted stakeholders and competitive advantage. Since Torres and Kline (2006) literature recognizes CD directly as a competitive advantage.

To keep this idea in mind, some conclusions are noted in the article "Customer delight: universal remedy or a double-edged sword", written by Ball and Barnes (2017). Authors stated CD as a commercial target depending on the organizational capacity to analyze the long-term advantages and find the right balance between the wished intensity of delight and what is the customer's ideal. Second, delighting customers can be a sustainable practice that marks the future competitiveness, knowing exactly where

and how to apply the stimulus. Specifically, the core is to create high levels of mutual trust and cooperation between stakeholders Jones et al. (2018).

**Figure 8** Conceptual research agenda based on the results



There are some studies, such as Liu and Keh (2015), reeving from different perspectives not only the signification of customers for business survival instant authors argue the key role of the staff and staff organizational citizenship with the customer quality perception or turnover, for instance, Nadiri and Tanova (2010). These results indicate that, in the future, it will be possible to demonstrate the relationship between delighted stakeholders and the sustainability of service enterprises.

Transcendent experiences become a memory (previous knowledge) that customers will evoke as the comparison point for similar services in the future (Lusch and Vargo, 2006). Therefore, they will make differences inherent to every moment in the journey. The excellence in service outcome is about how much the service is aligned around customers. Co-creating value and designing experiences are about to understanding the possible emotional reaction to the service from customers, resulting in stakeholder's interaction. The service industry has to be capable of creating exceptional experiences not only for customers, but they also have to be part of the co-creation process transforming at different levels the value achieved by their own experiences. Designing customized experiences to each market or each client makes the global appraisal

exceptionally positive and variables in the cognitive approach are explicative variables of basic needs Shneider and Bowen (1999).

Thus, Figure : provides future lines to research: (1) the combination among / approaches; the possibility of to identify delighted employees and to conceptualize their journey within the organization; (3) stakeholder's delight development; (4) research aimed to test the role of the delight generating complete advantages, and the relation between customer, staff and the remainder stakeholder's delight with sustainability in services. Clearly, some of the suggestions that we have offered connect with main lacks and future research questions derived from the literature and analysis in the present thesis. In summary, I am very interested on to continue the research about CD in future, which is one of the future individual challenges academically.

### *11.2 Limitations of the study*

At this point, it is important to highlight that this dissertation presents some limitations. First, regard the literature review we restricted our search to records published in English, per-reviewed with high citation indexes. Second, the search strategy was restricted according to the key words described in the methodology owing to the volume of material founded. Thus, cannot be guaranteed to have captured all studies related to CD.

First, it is prudent to note that the results are culturally bound. That is, even when respondents of 40 different nations posted the analysis, the largest portion of them are Europeans tourists (78%). Thus, assuming results from the second study where some variables influence the overall appraisal of customers according to the nationality of the respondents, future research should consider to careful extending these findings to other cultures. Second, because of the large number of services analyzed in this research and the fact that the sub-samples in different types of service are not homogeneous to perform a deeper comparative study, future research should consider to get more data and to continue with the analysis.

In the first and second essay, the fit indices are adequate and indicative of the consistency in the goodness-of-fit of the variables determined in the CFA; however, some of the fit indices in the causal model could be understood as weak, especially the extracted variance (AVE), CR and some low factor loadings (less than 0.7). Nevertheless, in the case of the AVE we test the discriminant validity by two others



methods: the confidence interval of the correlations (Anderson et al., 1988) and the comparison of two nested CFA models for each pair of factors (Beltran-Martin et al., 2009). CR indicated strong construct reliability in all cases except for internal and external happiness in the first essay and for love in the second one; however, all values are above or around 0.7 as recommend Fornell and Larcker (1981). Indices established convergent validity and all the t-values were ( $t > 2.58$ ), thus fits are acceptable, especially given the multi-service experiences within the sample, and considering the novelty of the research, and that the sample covers more than 350 cases. Is the first time, as long as authors know, which a scale testing the basic emotions and grouping the statements in both dimensions: cognitive and affective. Besides, as posit Cangur and Encan (2015) the size of the sample affect the fit indices chiefly if the sample is rather than 350 cases.

It is important to note that in the two first studies was not reported the additional cases obtained during the research stay; it means 119 responses less which probably affecting the results of the model. Although basic emotions not equally influence, as it has discussed above, the appraisal of a customer experience, therefore more research is needed to deeper understand under what conditions this basic emotions give rise to CD. Essay's results also suggest that the variable entitled appraisal, could be more important to discriminate the delight behavior; thus, in order of continue the research, the authors of the dissertation believe that in future we should use more than one variable to analyzed it.



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## Annexes

### Appendix I Dimensions, variables and items on the scale<sup>1</sup>

Cognitive Dimension				
Factor	Survey code	Variable/Item	Origin	Supporting research
Tangibles	CDT1	Ambiance/interior appearance of the place	(Ekinci et al., 2008)	(Ariffin and Yahaya, 2013; Im and Qu, 2017a; Kumar et al., 2001)
	CDT2	Accessibility	(Ahrholdt et al., 2017)	(Barnes et al., 2016b)
	CDT3	Flexibility and accommodation of schedules	(Loureiro and Kastenholz, 2011)	(Field et al., 2018; Finn, 2005)
	CDT4	Communication facilities	(Ariffin and Yahaya, 2013)	(Voorhees et al., 2017; Wang et al., 2017)
Personalization /customization	CDP1	Offers according to individual consumer's preferences/needs	(Collier et al., 2018)	(Butori and De Bruyn, 2013; Chena and Lin, 2015)
	CDP2	Unsolicited recommendations provided by the staff	(Barnes et al., 2016a)	(Irabatti, 2011; McNeilly and Feldman, 2006)
Organizational staff	CDS1	Making me feel like a VIP consumer	(Hasan et al., 2011)	(Ariffin and Yahaya, 2013; Liu and Keh, 2015)
	CDS2	Staff attitude	(Liu and Keh, 2015)	(Kumar et al., 2001; Hasan et al., 2011)
Justice	CDJ1	Awards and discount	(Kwong and Yau, 2002)	(Chowdhury, 2009; Turley and Milliman, 2000)
	CDJ2	The price relative to the quality of the service	(Loureiro et al., 2013)	(Bernardo et al., 2012; Chowdhury, 2009; Torres and Kline, 2006)
Trust	CDC1	I trust / rely on their knowledge to meet my needs	(Loureiro et al., 2013)	(Chena and Lin, 2015; Loureiro and Kastenholz, 2011;)
	CDC2	Refund	(Kwong and Yau, 2002)	(Arnold et al., 2005)
Culture of delight	CDQ1	The service is adapted to consumers of all kinds including people with special needs	(Hasan et al., 2011)	(Berman, 2005; Chiu-Ying Koa et al., 2016)
Feedback	CDF1	Information availability		(Chena and Lin, 2015; Loureiro and Kastenholz, 2011; McNeilly and Feldman Barr, 2006)
	CDF2	Behaviors in response to my complaints and suggestions		(Book et al., 2015)

<sup>1</sup> The Appendix I corresponds to the Annex I in chapters 7 and 8

Esteem/Self-esteem	CDN1	Extremely concerned about meeting my specific needs	(Vanhamme, 2008)	(Chena and Lin, 2015; Shneider and Bowen, 1999)
<b>Affective Dimension</b>				
Happiness	ADH1	Enthusiastic	(Laros and Steenkamp 2005)	( Barnes et al. 2015; Kim and Perdue 2013)
	ADH2	Optimistic		(Danner et al., 2017; Watson and Spence, 2007)
	ADH3	Hopeful		(Tama and Voon, 2014; Torres and Ronzoni, 2018)
	ADH4	Stimulated		(Liu and Keh, 2015)
	ADH5	Surprise	(Oliver et al., 1996)	(Ball and Barnes, 2017; Loureiro et al., 2013; Liu and Keh, 2015)
Love	ADL1	Tenderness	(Laros and Steenkamp, 2005)	(Hosany et al., 2015)
Contentment	ADC1	Joy	(Laros and Steenkamp, 2005; Oliver et al., 1996)	(Ball ad Barnes, 2017; Loureiro and Kastenholz, 2011; Prayag et al., 2017; Torres and Ronzoni, 2018)
	ADC2	Peace	(Laros and Steenkamp, 2005)	(Kim and Perdue, 2013; Kwong and Yau, 2002)
Hedonic consumption	ADHC1	The sensation of no time passing during this experience	(Bernardo et al., 2012)	(Collier and Barnes, 2015)
	ADHC2	Sharing the experience with other people		(Alonso-Almeida et al., 2013; Chena and Lin 2015)
Social value	ADSV1	Knowledge of service policies	(Chena and Lin, 2015)	(Butori and De Bruyn, 2013b; Ludwig et al., 2017)
	ADSV2	Other customer's opinion		(Qazi et al., 2017)
Appraisal	APPD1	The experience makes me: Option A: Satisfied Option B: More than satisfied Option C: Delighted	(Watson and Spence, 2007)	(Ma et al., 2013; Schnebelen and Bruhn, 2018)
<b>Delight</b>	ADD1	Excellence	(Vanhamme, 2008)	(Kwong and Yau, 2002; Loureiro and Kastenholz, 2011)
	ADD2	Overprice	(Loureiro and Kastenholz, 2011)	(Finn, 2005)
	ADD3	Positive affect	The authors	(Laros and Steenkamp, 2005; Watson and Spence, 2007)
	ADD4	Best offers available	(Loureiro and Kastenholz, 2011)	(Kwong and Yau, 2002)
	ADD5	Exceptional value	(Vanhamme, 2008)	(Wang et al., 2016; Torres and Kline, 2013)



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**Annex 2** Summary of the most referenced definitions of customer delight

<b>Source</b>	<b>Definition</b>
(Plutchik, 1980)	The combination of joy and surprise
(Ilson et al., 1988)	Great pleasure
(Chandler, 1989) cited by (Oliver et al., 1996)	The reaction that customers have when they experience a product or service that not only satisfies, but provides an unanticipated level of value or satisfaction
(Oliver et al., 1996)	Joy and surprise
(Oliver et al., 1997)	Positive emotional state occurring when expectations are exceeded to a surprising degree
(Patterson, 1997)	Involves going beyond satisfaction to deliver what can be best described as a pleasurable experience for the client
(Shneider and Bowen, 1999)	Customer's positive emotional response to an 'unexpected' service experience
(Keiningham et al., 1999)	The highest level of satisfaction exceeding customers' expectation
(Ngobo, 1999)	100% satisfaction
(Richards and Gross, 1999)	A continuous state that leads to increasingly higher customer expectations or a temporary state that can be reminded in the presence of certain stimuli or it can be entirely forgotten
(Rust and Oliver, 2000)	A deep positive emotional state resulting from exceeding the consumer's expectation positively to a surprising degree
(Kumar et al., 2001)	The customers who were completely satisfied or totally satisfied
(Webster Comprehensive Dictionary, 2001)	Joyful satisfaction
(Keiningham and Vavra, 2001)	Positive surprise arising from extremely good service or product performance
(Verma, 2003)	Is experienced when the customer is pleasantly surprised in response to an experienced disconfirmation
(Berman, 2005)	The mixture of surprise and happiness when one exceeds customer expectations on key criteria; those criteria create memorable and emotional responses that more strongly drive overall satisfaction and repeat purchase intent
(Finn, 2006)	An emotional response from surprising and positive levels of performance
(Torres and Kline, 2006)	Customer delight involves going beyond satisfaction to delivering what can be best described

	as a pleasurable experience for the client
(McNeilly and Feldman, 2006)	State which is reached after exceeding customer's expectations
(Evans and Burns, 2007)	An extension of satisfaction, characterized by pleasure or positive affect
(Vanhamme, 2008)	Extreme satisfaction
(Goodman, 2009)	Spontaneous or sudden excitement that conforms to ordinary rules and that has an additional value for customers
(Ma et al., 2013)	An emotion related to hedonic consumption and characterized as aroused positive affect
(Zeithaml et al., 2008) cited by (Goswami and Sarma, 2014)	Profoundly positive emotional state resulting from one's expectations exceeded to a surprising degree
(Haryono et al., 2015)	The astounding and stimulating consumption that creates positive impacts
(AENOR, 2015)	Emotions of pleasure and surprise experienced by the customer derived from an intense feeling of being valued



**Annex 3** Representative summary of empirical studies about CD

<b>Author</b>	<b>Conceptualization</b>	<b>Variables</b>	<b>Study/Sample</b>	<b>Relationships in the model</b>
(Kano et al., 1984)	Kano's model of customer satisfaction	-Attractive requirement -Must be requirements -One-dimensional requirements	-	-Distinguishes between three types of product requirements that influence customer satisfaction in different ways. It is not a model specifically focused on customer delight, but has been adapted according to the results of its application
(Oliver et al., 1996)	Model of delight and satisfaction	-Surprising consumption -Arousal -Positive effect -Intention -Satisfaction -Disconfirmation -Delight	Study 1: n=124 (Questionnaire in park) Study 2: 104 (Questionnaire in symphony concert)	Surprising consumption → Delight Surprising consumption → Arousal Arousal → Delight Arousal → Positive effect Satisfaction → Intention Positive effect → Satisfaction Disconfirmation → Satisfaction Disconfirmation ↔ Surprising consumption
(Shneider and Bowen, 1999)	Met-expectations model	The model was initially based on three customer's needs: (1) justice, (2) security and (3) self-esteem	Does not apply empirical studies. Relationships are based on the analysis of literature and practical experience	Customer's needs → Delight Delight customers → Loyalty
(Ngobo, 1999)	Equations model for 100% satisfaction. Did not measure delight directly but only assumed that it exists at 100% satisfaction	-Satisfaction -Loyalty	The sample consisted of bank clients (n=78), car insurance policy holders (n=57), a retailer's customers (n=56), and camera buyers (n=224)	Satisfaction → Loyalty
(Kumar et al., 2001) and (Preko et al., 2014)				Delight → Explanations

(Arnold et al., 2005) and (Preko et al., 2014)				Delight → Interpersonal effort Delight → Capacity for conflict resolution
(Berman, 2005)	Model of dissatisfaction, outrage, satisfaction and delight	-Presence expectations -Experienced performance	Does not apply empirical studies. Relationships are based on the analysis of literature and practical experience	Negative presence of expectations and existing experienced performance → dissatisfaction Positive presence of expectations and existing experienced performance → satisfaction No prior expectations and negative experienced performance → outrage and pain No prior expectations and positive experienced performance → delight
(Torres and Kline, 2006)	Model for hotel customer delight	-Customers -Employees -Organizational and environmental influences - Delight customers -Loyalty -Average profitability	Does not apply empirical studies. Relationships are based on the analysis of literature	Customers → Delight customers Employees → Delight customers Organizational and environmental influences → Delight customers Organizational and environmental influences → Average profitability Delight customers → Loyalty
(Finn, 2006)	Adaptation of the model of Oliver et al. (1996) for delight and satisfaction	The same variables of Oliver et al. (1996)	Study 1: n=146 (University students)	Include a new relationships between Disconfirmation → arousal

(Evans and Burns, 2007)	-Model of delight during the product evaluation	-Positive affect response - Surprise response -Cognitive response -Function, uniqueness and sound - Location, operation and touch - Feeling, styling and concept	Three exploratory studies to investigate product-related delight Study 1: n=780 To evaluate behaviors in British Motor show (observation and classification) Study 2: interviews at 16 customers Study 3: Questionnaire at visitors to a 1999 London Motor show notebooks	Future delighter product → positive affect response Delivery delighter product → surprise response Whole delighter product → cognitive response Future delighter product → function, uniqueness and sound drivers for delight Delivery delighter product → location, operation and touch surprise drivers for delight Whole delighter product → feeling, styling and concept drivers for delight
(Hasan et al., 2011)	Model for delight in banking industry	-Unusual attractive ambiance -Undue favor -Positive gestures -Bypasses the lengthy documentation procedure -Prompt feedback -VIP treatment -Helpful and willing to guide -Caring behavior	Study 1: exploratory investigation with interviews n=300 in banking industry Study 2: Validation of the model n=3000 in banking industry	Attractive ambiance of banks → customer delight Problem solving gestures of bank → customer delight Caring behavior toward bank account holder → customer delight Giving undue favor → customer delight The lengthy documentation procedure of banks → customer delight Bank employees being helpful & willing for → customer delight Giving prompt feedback → customer delight VIP treatment to bank account holders → customer delight
Crotts and Mangnini (2011)				Delight → Surprise Delight → Loyalty Delight → Repurchase intention

(Ma et al., 2013)				Delight → Degree of achievement of goals in an experience Delight → The goals congruance
(Ariffin and Yahaya, 2013)				Delight → Purchase frequency
(Collier and Barnes, 2015)				Delight → Hedonic or pleasurable consumption
Prayag et al. (2015)				Delight → Love
(Barnes et al., 2013)	- Conceptual model of customer delight	- Employee effort - Employee expertise - Surprise - Joy - Delight - Shopping frequency - Budget Spent - Tangibles	Application of a survey with n=241 in a grocery store	Surprise→ Delight Joy→ Delight Employee effort→ Surprise Employee effort→ Joy Employee expertise→ Joy Tangibles→ Surprise Tangibles→ Joy Delight→ Budget Spent Shopping frequency→ Surprise→ Delight Shopping frequency→ Joy→ Delight
Barnes et al. (2016a)				Delight → Unsolicited recommendations suggested by staff
Ali et al. (2016)				Physical Environment →CD Interaction with Customers →CD Interaction with Staff →CD Customer delight →Customer loyalty

**Annex 4** Comparative of available CD's measures

	<b>Dimension/Factor</b>	<b>Variable/Item</b>	<b>Scale</b>
<b>Kwong and Yau (2002)</b>	Justice	Improvements are made continuously Being rewarded in different ways My patronage is highly valued Not reaping a huge profit Feeling gains in the deal Giving me the largest number of choices	-
	Esteem	Boosting a self-ego in the deal Receiving a very personalized service Products are in limited edition Placing me on top of other customers Always seeking my opinions Allowing me the greatest freedom	
	Security	Felt like at home Peaceful mind Absolutely clean and tidy Full refund without question ask Offering life-time guarantee Allowing unlimited trials	
	Trust	Taking full responsibilities for complaints Providing humanistic follow-up Always keeping the word Always performing best in the industry Variety	
	Variety	Always coming up new product/service Always breaking the industrial norm Felt surprise	
<b>Hasan et al. (2011)</b>	Unusual Ambiance means	Stylish interior Proper waiting area. Organized work stations Well-dressed employees	The measurement scale result from an interview process Ranging in all classes (from lower to upper)
	Problem solving gestures	Employee's willingness of problems solving Problem solving Guidance	
	Caring	Caring behavior towards customer Looking after every customer Special treatment for deserving customers	
		Extra benefit for old customers	

	Giving Undue Favour	Critical decisions for solving customers problems on Individual reputation Going step ahead of authority for customer problem solving	
	Bypassing the System to help	Leaving unnecessary procedures Shortening the cycle of customer documentations process	
	Helpful & willing to help	Positive attitude toward customer problem Proper guidance towards Policies and procedures.	
	Prompt Feedback	Accountability of the employees Positive response for complains Prompt action regarding customer complains	
	Giving a VIP feel	Service with a smile No discrimination among customers Treating every customer with a value. Giving celebrity treatment to the customer	
<b>Liu and Keh (2015)</b>	Disconfirmative dimension	<b>Justice expectations</b>	5- point Likert-type scales bounded by “strongly disagree” (=1) and “strongly agree” (=5)
		The experience in the restaurant/store was very pleasant The staff seemed interested in helping me They were really helpful and polite Most services were very satisfying They made me think that I was very important	
		<b>Esteem expectations</b>	
	I was treated like royalty The service I received was much more than generally necessary		
Affective dimension	<b>Arousal</b>	The dining/shopping experience was full of wonderful surprises The restaurant/store was a pleasant surprise The meal/store was very exciting I felt stimulated during the dining/shopping process	
		<b>Pleasure</b>	

		My day in the restaurant/store is truly a special one I felt that I was exceptionally lucky that day I never thought that I could enjoy a meal/shopping so much	
<b>(Torres and Ronzoni, 2018)</b>	Direct measures of delight	Emotions	Open answer
		Joy Thrill Exhilaration Elation Gleefulness Delight	Suggests the same scales than previous authors evaluating these variables Scale from 1 to 5 Scale from 1 to 5
	Needs	Justice Security Self-esteem Positive emotional arousal pleasure	
	Antecedents	Interpersonal effort Problem resolution Positive surprise Interpersonal engagement Time commitment Superior customer service Discretionary preferential Treatment Friendliness/charisma Professionalism Empowerment Flexibility Complimentary amenities and upgrades Employee affect	





## Annex 5

Survey in Spanish<sup>2</sup>



# Cuestionario sobre deleite del cliente

El objetivo del presente cuestionario es **medir el deleite de los clientes** en experiencias de servicio. El cuestionario es **confidencial y anónimo**: **No publicaremos o cederemos datos individuales**. La información extraída de este cuestionario será analizada solo de forma grupal. El cuestionario ha sido diseñado para que sea **sencillo de responder**. Para cualquier aclaración, contactar con:

Dalilis Escobar Rivera Dirección electrónica: [dalilis.escobar@udg.edu](mailto:dalilis.escobar@udg.edu)

## 1. Información demográfica

1.1 Género: Femenino   
Masculino

1.2 ¿Cuál es el grupo de edad al que pertenece?

17 o menos  18-20  21-29  30-39  40-49  50-59  60 o más

1.3 Nacionalidad:.....

Antes de comenzar a responder las preguntas piense en una experiencia donde **haya disfrutado de un servicio** (restaurante, tienda, bar, cafetería, hotel, parques naturales, etc.) durante su vida, que resultara ser única para usted y trate de evocar y recrear ese momento en su mente. Tómese el tiempo que necesite y recuerde todas las facetas de su experiencia con **tanto detalle** cómo le sea posible.

Partiendo de la experiencia que ya mencionó y recordó, responda por favor las preguntas siguientes.

<sup>2</sup> Authors contextualize each survey to the experience that customers could describe. Thus, the annex 5, 6 and 7 present the general survey in Spanish, English and Portuguese.

## 2. ¿Cómo apreció el servicio?

Seleccione entre las opciones la experiencia que pensó anteriormente:

- Visita a un hotel   
  Visita a un restaurante   
  Visita a un spa   
  Visita a un parque natural  
 Compra en un centro comercial o tienda   
  Otro Cuál.....

Valore los aspectos referidos en la tabla sabiendo que: **(1- Nada bueno; 2- Aceptable; 3- Bueno; 4- Excelente; 5- Extraordinario)**

Yo creo que...	Grado de concordancia				
	1	2	3	4	5
El interior/aspecto del lugar	1	2	3	4	5
La accesibilidad	1	2	3	4	5
La flexibilidad y adecuación de los horarios de servicio a sus necesidades	1	2	3	4	5
La comunicación en las instalaciones	1	2	3	4	5
La adaptación de las ofertas a sus preferencias	1	2	3	4	5
Las recomendaciones del personal sobre el servicio	1	2	3	4	5
El trato que recibió	1	2	3	4	5
La actitud del personal	1	2	3	4	5
El uso de los descuentos y bonificaciones	1	2	3	4	5
El precio respecto a la calidad	1	2	3	4	5
El nivel de confianza que depositó en el servicio	1	2	3	4	5
La adaptación del lugar a los clientes de todo tipo	1	2	3	4	5
La información que le proporcionaron durante su estancia	1	2	3	4	5
La actitud frente a sus quejas/sugerencias	1	2	3	4	5
En el caso de que hubiera solicitado un reembolso debido a alguna incidencia durante su estancia ¿Cómo considera usted que sería?	1	2	3	4	5
El servicio se mostró extremadamente preocupado por conocer sus necesidades	1	2	3	4	5

## 3. ¿Cómo se sintió con el servicio?

**3.1** Lea detenidamente las emociones descritas a continuación y valore el grado de intensidad en que usted experimentó cada una de acuerdo a su experiencia, sabiendo que: **(1- Nada; 2- un poco; 3- moderadamente; 4- bastante; 5- absolutamente)**

Yo creo que...	Grado de concordancia				
	1	2	3	4	5
Me sentía contento(a) porque sobrepasaron mis necesidades y deseos	1	2	3	4	5
Tenía una sensación de paz porque disfruté plenamente de las instalaciones y los servicios	1	2	3	4	5
La experiencia hizo que me sintiera inspirado(a)	1	2	3	4	5
La experiencia hizo que me sintiera optimista	1	2	3	4	5
La experiencia hizo que me sintiera esperanzado(a)	1	2	3	4	5
La experiencia hizo que me sintiera estimulado(a)	1	2	3	4	5

La experiencia hizo que tuviera una sensación de ternura	1	2	3	4	5
La experiencia me hizo sentir sorprendido(a) por las novedades	1	2	3	4	5

**3.2** Respecto al consumo en este lugar, valore los aspectos siguientes, sabiendo que: (1- Totalmente en desacuerdo; 2- en desacuerdo; 3- ni de acuerdo ni en desacuerdo; 4- de acuerdo; 5- Totalmente de acuerdo)

<b>Yo creo que...</b>	<b>Grado de concordancia</b>				
Este servicio es un ejemplo de excelencia	1	2	3	4	5
Pagaría más dinero por un servicio similar en otro lugar	1	2	3	4	5
Esta experiencia me despertó emociones positivas haciendo mi estancia especial	1	2	3	4	5
Tenían las mejores ofertas del mercado	1	2	3	4	5
El servicio tubo un valor excepcional para mí	1	2	3	4	5
Cuando visité el lugar no percibí el tiempo transcurrido	1	2	3	4	5
Comparto mi experiencia en este lugar con amigos, familiares o en redes sociales	1	2	3	4	5
Sentí que el lugar compartía mis valores y creencias	1	2	3	4	5
Antes de visitar el lugar ya tenía una buena impresión por los comentarios de otros clientes	1	2	3	4	5

**3.3** Seleccione la variante que mejor describa de forma general su visita

- Variante **A**: Un servicio bueno pero que no me despierta especial interés
- Variante **B**: Un servicio muy bueno que me ha hecho sentir cómodo(a) y contento(a)
- Variante **C**: Un servicio excelente que ha despertado emociones positivas donde me siento un cliente importante

**¡Muchas gracias por su sinceridad y por colaborar con este estudio de parte de todo el equipo de investigadores de la Universidad de Girona!**





## Customer Delight Survey

The objective of this survey is to **measure the delight of the clients**. The survey is confidential and anonymous and has been designed to be easy to answer. The survey is **confidential and anonymous**: We will not publish or cede individual data. The information extracted from this survey will be analyzed in group. For any clarification, please contact:  
Dalilis Escobar Rivera Email: [dalilis.escobar@udg.edu](mailto:dalilis.escobar@udg.edu)

1.1 Gender: Male  Female

1.2 What is your age group?

20 or less  18-20  21-29  30-39  40-49  50-59  60 or more

1.3 Nationality: .....

Before to answer the questions we ask you **to remember a good experience in a service** (restaurant, shop, bar, cafeteria, hotel, natural parks, etc.) you have enjoyed during your life and try to **evoke that moment** in your mind. Take the time you need and remember **every moment** of that experience in as much detail as you can. Based on the experience you remembered, please answer the following questions.

### 1. How did you appreciate the service?

Select from the options the experience you previously thought:

- Visit to a Hotel  Visit to a restaurant  Visit to a spa  Visit to a natural park  
 Visit to a water park  Shopping in a mall or in a store  
 Other (Specify).....

Evaluate the aspects mentioned in the table about the service, knowing that: (1- Nothing good; 2- Acceptable; 3- Good; 4- Excellent; 5- Extraordinary)

<b>I think ...</b>	<b>Degree of agreement</b>				
The ambience/interior of the place	1	2	3	4	5
The accessibility	1	2	3	4	5
The flexibility and accommodation of schedules	1	2	3	4	5
Communication facilities	1	2	3	4	5
The offer's customization according to individual consumer's preferences/needs	1	2	3	4	5
The unsolicited recommendations provided by the staff	1	2	3	4	5
The attention received making me feel like a VIP consumer	1	2	3	4	5
The staff attitude	1	2	3	4	5
The availability of awards and discount	1	2	3	4	5
The price relative to the quality of the service	1	2	3	4	5
The level you trust / rely on their knowledge to meet my needs	1	2	3	4	5
The service is adapted to consumers of all kinds including people with special needs	1	2	3	4	5
The information provided during your stay	1	2	3	4	5
The behaviors in response to my complaints and suggestions	1	2	3	4	5
If you have requested a refund: How do you think it would be?	1	2	3	4	5
Do you consider that the service seems extremely concerned about meeting my specific needs	1	2	3	4	5

**2. How did you feel about the service?**

**3.1** Read carefully the emotions described below and assess the degree of intensity experienced by you in each case according to your experience, knowing that: (1- Nothing; 2- A little; 3- Moderately; 4- A lot; 5- Absolutely)

<b>I think ...</b>	<b>Degree of agreement</b>				
I was happy because they overcome my needs and desires	1	2	3	4	5
I had a sense of peace	1	2	3	4	5
The experience made me feel enthusiastic	1	2	3	4	5
The experience made me feel optimistic	1	2	3	4	5
The experience made me feel hopeful	1	2	3	4	5
The experience made me feel stimulated	1	2	3	4	5
I had a feeling of tenderness	1	2	3	4	5
The experience made me feel surprised by the novelties	1	2	3	4	5

**3.2** Evaluate the following aspects related to consumption in this place, knowing that: (1- Strongly disagree; 2- Disagree; 3- Undecided; 4- Agree; 5- Strongly agree)

<b>I think ...</b>	<b>Degree of agreement</b>				
This service is an example of excellence	1	2	3	4	5
I would pay more money for a similar service	1	2	3	4	5
In this experience I felt positive emotions that made me feel	1	2	3	4	5

special					
They had the best offers	1	2	3	4	5
This experience has an exceptional value to me	1	2	3	4	5
When I visited the place I did not feel the time I actually spent	1	2	3	4	5
I share my experience in this place with friends, family or social networks	1	2	3	4	5
I felt that this place shared my values and convictions	1	2	3	4	5
Before visiting the place I already had a good impression by comments from other customers	1	2	3	4	5

### 3.3 Select the option that best describes your stay in the place

- Option **A**: A good service that did not cause special interest in me
- Option **B**: A very good service that has made me feels comfortable and happy.
- Option **C**: An excellent service where I felt positive emotions and I felt an important customer

**Thank you very much for your sincerity and for collaborating with this study from the whole team of researchers from the University of Girona!**





## Annex 7

Survey in Portuguese



# Inquérito sobre deslumbramento do cliente

O objetivo do presente inquérito é **medir a deslumbramento do cliente e suas experiências em relação aos serviços**. O inquérito é **confidencial e anónimo**. A informação extraída deste inquérito será analisada apenas de forma grupal. O questionário foi concebido para ser de **fácil resposta**. Para eventuais dúvidas, por favor, contactar com:

Dalilis Escobar Rivera: [dalilis.escobar@udg.edu](mailto:dalilis.escobar@udg.edu)

## 6. Informação geral

1.7 Género: Feminino  Masculino

1.8 Qual é o grupo de idade a que pertence?

17 ou menos  18-20  21-29  30-39  40-49  50-59  60 ou mais

1.9 Nacionalidade: .....

Antes de começar a responder às perguntas recorde **uma experiência relacionada com um serviço** (restaurante, hotel, loja, cafetaria, parques públicos e/ou de actividades radicais, espaços públicos ou de recreação, SPA, entre outros) que tenha ocorrido nos últimos 2 anos da sua vida. Demore o tempo que precisar e recorde **todos aspetos de sua experiência** tendo em conta os pormenores possíveis.

Selecione, das opções seguintes, a experiência que considerou:

Hotel  Restaurante  Loja  Parque de actividades radicais  
 Espaços públicos ou de recreação  Spa  Outro Qual... ..

## 2. Como avaliou o serviço?

Indique o seu nível de avaliação relativamente às seguintes características, tendo por base a seguinte escala: **1- Nada Bom; 2- Aceitável; 3- Bom; 4- Excelente; 5- Extraordinário**.

Características	Escala de avaliação				
	1	2	3	4	5
Aspeto do lugar	1	2	3	4	5
Acessibilidade	1	2	3	4	5
Flexibilidade e adequação dos horários de serviço às suas necessidades	1	2	3	4	5
Comunicação nas instalações	1	2	3	4	5
Adaptação das ofertas e suas preferências	1	2	3	4	5
Recomendações da equipa/staff relativamente aos serviços disponíveis	1	2	3	4	5
Tratamento recebido (Atendimento ou “A forma como foi tratado”)	1	2	3	4	5
Atitude dos profissionais de serviço	1	2	3	4	5
Uso de descontos ou bónus/promoções	1	2	3	4	5
Relação qualidade e preço	1	2	3	4	5
Nível de confiança no serviço	1	2	3	4	5
Adaptação do lugar aos clientes com necessidades especiais	1	2	3	4	5
Informação proporcionada durante o serviço prestado	1	2	3	4	5
Ações tomadas relativamente às suas queixas/sugestões	1	2	3	4	5
Caso tenha necessitado de efetuar uma reclamação, como imagina que a mesma foi tratada?	1	2	3	4	5
Globalmente, considera que escolher este serviço foi... ?	1	2	3	4	5

### 8. Qual foi o seu sentimento em relação ao serviço?

**3.1** Leia atentamente as emoções descritas abaixo e indique o grau de intensidade de cada uma delas de acordo com sua experiência, tendo por base a seguinte escala: **1-** Nada intenso; **2-** Pouco intenso; **3-** Moderadamente intenso; **4-** Muito intenso; **5-** Absolutamente intenso.

Eu penso que...	Grau de intensidade				
	1	2	3	4	5
A experiência fez-me sentir contente	1	2	3	4	5
A experiência transmitiu-me uma sensação de paz	1	2	3	4	5
A experiência deixou-me inspirado	1	2	3	4	5
A experiência transmitiu-me um sentimento otimista	1	2	3	4	5
A experiência transmitiu-me um sentimento de esperança	1	2	3	4	5
A experiência fez-me sentir estimulado	1	2	3	4	5
A experiência transmitiu-me uma sensação de carinho	1	2	3	4	5
A experiência surpreendeu-me com as novidades apresentadas	1	2	3	4	5

**3.2** Tendo por base a sua experiência, indique o grau de concordância com as seguintes afirmações, tendo em conta a seguinte escala: **1-** Totalmente em desacordo; **2-** Em desacordo; **3-** Moderadamente de acordo; **4-** De acordo; **5-** Totalmente de acordo.

Eu penso que...	Grau de concordância				
	1	2	3	4	5
Este serviço é um exemplo de excelência	1	2	3	4	5
Pagaria mais por um serviço similar noutra lugar	1	2	3	4	5
A experiência despertou-me emoções positivas tornando a minha estadia especial	1	2	3	4	5
Tinha as melhores ofertas do mercado	1	2	3	4	5

O serviço teve um valor excepcional para mim	1	2	3	4	5
Quando visitei o lugar não me apercebi do passar do tempo	1	2	3	4	5
Compartilhei a minha experiência com amigos, familiares ou nas redes sociais.	1	2	3	4	5
Senti que os valores e ideais do local estavam alinhados com os meus próprios valores e ideias	1	2	3	4	5
Antes de visitar o lugar já tinha uma boa impressão pelos comentários de outros clientes	1	2	3	4	5

**3.3** Selecione a opção que melhor descreve a sua experiência:

- Opção **A**: Um serviço bom que não me despertou um interesse especial
- Opção **B**: Um serviço muito bom que me fez sentir bem e contente
- Opção **C**: Um serviço excelente que despertou emoções positivas e onde me senti um cliente importante

**Obrigado pela sua colaboração**