

# **EXPLORING CUSTOMER EXPERIENCE MANAGEMENT: AN ANALYSIS OF ITS INFLUENCE ON PURCHASE INTENTION IN B2C E-COMMERCE**

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## **ABSTRACT**

In the digital age, the e-commerce sector has undergone a fundamental transformation, with companies increasingly responding to evolving consumer expectations. This development has resulted in a highly competitive market, in which Customer Experience Management (CEM) plays a crucial role in achieving competitive advantage and driving purchase intention. While the relevance of CEM is widely recognized, the mechanisms by which this approach leads to higher purchase intention within a B2C e-commerce context remain unclear. This study attempts to address this knowledge gap through the analysis of 10 semi-structured interviews with e-commerce companies from various sectors. The results show that CEM practices contribute to informative and user-friendly websites, customer-oriented innovations, trust and reliability, customer insight and personalization, customer engagement and perceived value co-creation. These factors play a role in influencing customers' purchase intention. The findings provide valuable insights for companies and researchers, and can serve as a basis for future research and decision-making within the fast-growing e-commerce sector. Such insights can assist companies in developing strategies that are responsive to customer needs and expectations. In contrast, further research is required to ascertain the extent to which the identified mechanisms are applicable across the entire industry and align with customer perceptions.

## **KEYWORDS**

*Customer Experience management (CEM), purchase intention, B2C e-commerce, informative and user-friendly website, customer-oriented innovations, trust and reliability, customer insight and personalization, customer engagement, perceived value co-creation*

## KEY DEFINITIONS

- **Customer experience:** encompassing every aspect of a company's offering – the quality of customer care, advertising, packaging, product/service features, ease of use, and reliability (Meyer & Schwager, 2007, p. 1).
- **Customer experience management:** strategically managing the entire customer experience (Schmitt, 2003, p. 17).
- **Purchase intention:** a situation where a consumer is willing and intends to make online transactions (Pavlou, 2003, p. 71).
- **Business-to-consumer (B2C):** a business that provides products or services exclusively to consumers or end users and therefore not to other businesses (Jewels & Timbrell, 2001, p. 5).
- **E-commerce:** the processing of transactions, e.g., buying and selling products and services, over computer networks, such as the Internet (Balabanis et al., 2006, p. 217).

## TABLE OF CONTENTS

1.	INTRODUCTION .....	6
2.	LITERATURE REVIEW & THEORETICAL BACKGROUND .....	8
3.	METHOD .....	27
	3.1 <i>Research design</i> .....	27
	3.2 <i>Units of analysis</i> .....	27
	3.3 <i>Data collection</i> .....	28
	3.4 <i>Data analysis</i> .....	29
4.	FINDINGS .....	30
	4.1 <i>Informative and user-friendly website</i> .....	31
	4.2 <i>Customer-oriented innovations</i> .....	33
	4.3 <i>Trust and reliability</i> .....	35
	4.4 <i>Customer insight and personalization</i> .....	37
	4.5 <i>Customer engagement</i> .....	39
	4.6 <i>Perceived value co-creation</i> .....	41
5.	DISCUSSION & CONCLUSION .....	42
	5.1 <i>Conclusion</i> .....	42
	5.2 <i>Theoretical contributions</i> .....	46
	5.3 <i>Managerial implications</i> .....	47
	5.4 <i>Limitations &amp; future research</i> .....	48
6.	REFERENCES .....	50
7.	APPENDICES .....	55

# 1. INTRODUCTION

In the contemporary digital era, the e-commerce sector has undergone a revolutionary evolution that has fundamentally altered how businesses and consumers interact. A fiercely competitive industry has emerged due to the proliferation of business-to-consumer (B2C) e-commerce platforms, characterized by an unrelenting struggle for customer loyalty and attention. Customer Experience Management (CEM), “the process of strategically managing a customer’s entire experience with a product or company” (Schmitt, 2003, p. 17), serves as the foundation for this competitive advantage (Pei et al., 2020). To achieve effective CEM, it is vital to create memorable experiences that influence consumer behavior, particularly purchase intention, rather than solely focusing on customer satisfaction (Klaus & Maklan, 2013).

The landscape of consumer expectations is becoming increasingly complex (Edelman & Singer, 2015; Rawson et al., 2013) as a consequence of the expansion of market choices (Willis, 2004) and the frequent accompanying technological advancements (Lemon & Verhoef, 2016). Modern consumers demand seamless, personalized, and engaging experiences across all stages of their shopping journey (Lemon & Verhoef, 2016). Consequently, businesses must pursue a policy of continuous innovation and refinement of their CEM strategy (Chandler & Lusch, 2014). This persistent necessity for development highlights the pivotal role of CEM in influencing purchase intention (Maitlo et al., 2017), a critical determinant of overall e-commerce success.

A significant complication to the widely accepted importance of CEM is that different e-commerce platforms and consumer segments respond differently to CEM initiatives. The diversity of e-commerce customers presents a challenge for those attempting to implement a uniform CEM strategy (Homburg et al., 2015; Bilgihan et al., 2016). These individuals exhibit varying degrees of brand loyalty, disparate demographic characteristics, and purchase behaviors (Maitlo et al., 2017). Furthermore, the efficacy of current strategies may diminish over time due

to the rapid pace of technological advancement (Grewal et al., 2009). For example, key topics in modern marketing that have evolved are artificial intelligence, machine learning, and big data, enabling personalized advertising, precise targeting, and more effective marketing strategies. Continuous and rapid changes in technology and consumer preferences drive the constantly evolving digital landscape, necessitating a comprehensive analysis of the relationship between CEM and purchase intention.

Therefore, the purpose of this research is to identify the underlying mechanisms through which CEM practices affect purchase intention in B2C e-commerce. Furthermore, it seeks to determine how these insights can inform strategic decision-making in online retail. As previously stated, this complex, constantly evolving digital landscape requires enormous flexibility and adaptability in the strategies of businesses striving to enhance their customer experience. It is therefore important to have a clear understanding of the overall relationship, given that businesses can then more effectively respond to this demand. Hence, the following research question is formulated:

*“What are the underlying mechanisms through which Customer Experience Management (CEM) practices affect Purchase Intention in Business-to-Consumer (B2C) E-Commerce?”*

This analysis makes a significant contribution to the academic literature by elucidating the underlying mechanisms of the relationship between customer experience management and purchase intention. The majority of existing literature focuses on the emergence and meaning of customer experience. Additionally, some studies have confirmed the relationship between customer experience (management) and purchase intention (e.g., Chen and Yang, 2021; Hamouda, 2021; Maitlo et al., 2017; Yang & He, 2011). Nonetheless, the specific mechanisms underlying CEM and the emergence of this intention remain unclear.

Furthermore, this research will concentrate on the most rapidly expanding and dynamic sectors within the retail industry: e-commerce. The study will therefore provide a significant foundation for future developments within this sector.

Practical applications can also make use of the results. Specifically, businesses involved in B2C e-commerce can utilize these results to develop and adapt a CEM strategy. Furthermore, the study will elucidate the approach that businesses adopt in response to varying customer demands. This analysis will also provide a more comprehensive understanding of the trends and tools that businesses can employ to influence and persuade their customers to make purchases during the shopping journey. Ultimately, the objective is to enhance competitive advantage and achieve success.

Firstly, this article will highlight previous research that underpins the research design. Secondly, the method used to collect and analyze data will be specified, and the results will be presented. Then, there will be a critical reflection on the main findings in the discussion, including managerial implications, limitations, and suggestions for future research. Ultimately, the last chapter provides a conclusion to this study.

## **2. LITERATURE REVIEW & THEORETICAL BACKGROUND**

To comprehend the dynamics of customer experience management and its influence on purchase intention in B2C e-commerce, it is paramount to review the existing literature surrounding these fundamental concepts. This literature review will serve as the foundation of the research design and offer a comprehensive analysis of the current state of knowledge in this field.

The first key concept that is considered is customer experience. In the academic literature, customer experience is defined as “encompassing every aspect of a company’s offering – the quality of customer care, advertising, packaging, product/service features, ease



of use, and reliability” (Meyer & Schwager, 2007, p. 1). It is a multifaceted construct that encompasses a customer’s cognitive, emotional, behavioral, sensorial, and social response to a company’s offering throughout the entire purchase journey (Verhoef et al., 2009; Puccinelli et al., 2009). In recent years, the delivery of excellent customer service has emerged as a significant challenge for businesses. It has become one of the most promising marketing methods in the consumer industry, justifying a high level of attention. A significant number of large companies, including Google and Amazon, have established positions within their organizations for individuals responsible for the creation and management of their customers’ experiences (Lemon & Verhoef, 2016). Kotler (1967) and Howard & Sheth (1969) developed and communicated pioneering theories of marketing and consumer behavior in the 1960s, despite the concept's apparent novelty (Lemon & Verhoef, 2016). In the meantime, this concept has undergone further evolution, with the current emphasis being on management.

Therefore, the second key concept that is considered is customer experience management. CEM is derived from the concept ‘customer experience’ and is defined as “strategically managing the entire customer experience” (Schmitt, 2003, p. 17). Later, Homburg et al. (2015, p. 384) defined the concept in a manner that was largely consistent with its initial definition, namely: “the cultural mindsets towards customer experiences, strategic directions for designing customer experiences, and firm capabilities for continually renewing customer experiences, with goals of achieving and sustaining long-term customer loyalty.” It is evident that consumers are not merely interested in the products offered by businesses; they also seek satisfaction from their experiences (Abbott, 1955). These experiences are essential for achieving satisfaction, loyalty, and trust (Lemon & Verhoef, 2016; Homburg et al., 2015). Schmitt can be considered one of the pioneers in the field of CEM. He devised a framework comprising the following five steps: (1) analyzing consumer perceptions, (2) creating an experience platform, (3) building a brand experience, (4) organizing a customer experience,

and (5) continuously innovating (Schmitt, 2003). Despite the expansion of literature, no new and flexible organizational models emerged to effectively address the complexity of journeys and the rapid changes in both technology and consumer behavior. Nevertheless, the focus shifted to management strategies at different customer touchpoints, which, despite their absence in the research question, are a crucial aspect that must be addressed, given their inherent connection with the aforementioned concepts.

Therefore, the third key concept that is considered is customer touchpoints. Customer touchpoints are defined as individual interactions between the firm and the customer at specific points in the entire experience (Schmitt, 2003; Homburg et al., 2015). Verhoef et al., 2009; Puccinelli et al., 2009 construct such an experience by accumulating these touchpoints across several phases of the customer's purchasing journey. Schmitt (2003, p. 68) states that the primary goal of tracking customer experience at various touchpoints is to obtain insights into enhancing these for customers during their decision-making process. Therefore, this approach facilitates the ability of a business to adapt its strategy to the evolving needs of its customers. The literature identifies various customer touchpoints. The four most common categories are brand-owned, partner-owned, customer-owned, and social/external/independent (Lemon & Verhoef, 2016). We must refocus on the identified concepts in the formulation of this topic, keeping in mind the primary objective of answering the research question.

Therefore, the fourth key concept that is considered is (online) purchase intention. Online purchase intention is defined as “a situation where a consumer is willing and intends to make online transactions” via the Internet (Pavlou, 2003, p. 71). A multitude of factors can influence these intentions, such as customer experience management. The existing literature (e.g., Chen and Yang, 2021; Hamouda, 2021; Maitlo et al., 2017; Yang & He, 2011) has frequently confirmed the relationship between CEM and purchase intention, which this study

examines in detail. Furthermore, as previously indicated, the emphasis will be on B2C e-commerce.

Therefore, the fifth and final key concept that is considered is B2C e-commerce, which can be subdivided into two separate parts: B2C and e-commerce. The term B2C, which stands for business-to-consumer, is employed to describe a business that provides products or services exclusively to consumers or end users and therefore not to other businesses (Jewels & Timbrell, 2001, p. 5). In contrast, e-commerce is defined as the processing of transactions, e.g., buying and selling products and services, over computer networks, such as the Internet (Balabanis et al., 2006; Bamfield, 2013; Chintagunta et al., 2012). The prevalence of this business model has increased exponentially since its inception approximately 30 years ago, and it has become a pervasive and integral aspect of contemporary society (Tian & Stewart, 2006). Furthermore, this sector is anticipated to experience continued growth in the future, thereby making a significant contribution to the knowledge of businesses and other stakeholders.

Moreover, a systematic literature review (SLR) was conducted to further inform the study. An SLR is a methodology for reviewing previous literature with the aim of consolidating existing knowledge (Tranfield et al., 2003). It facilitates the combination of existing literature and the creation of solid definitions and foundations for future research (Kraus et al., 2020). The PRISMA statement (see Figure 1) has been utilized to ensure the process is conducted in a systematic and transparent manner. In developing such a statement, it is important to have a relevant search query; one that is consistent with the chosen topic. Several keywords describing this study were used, and synonyms were implemented to generate as many results as possible that could relate to this topic (see Table 1).

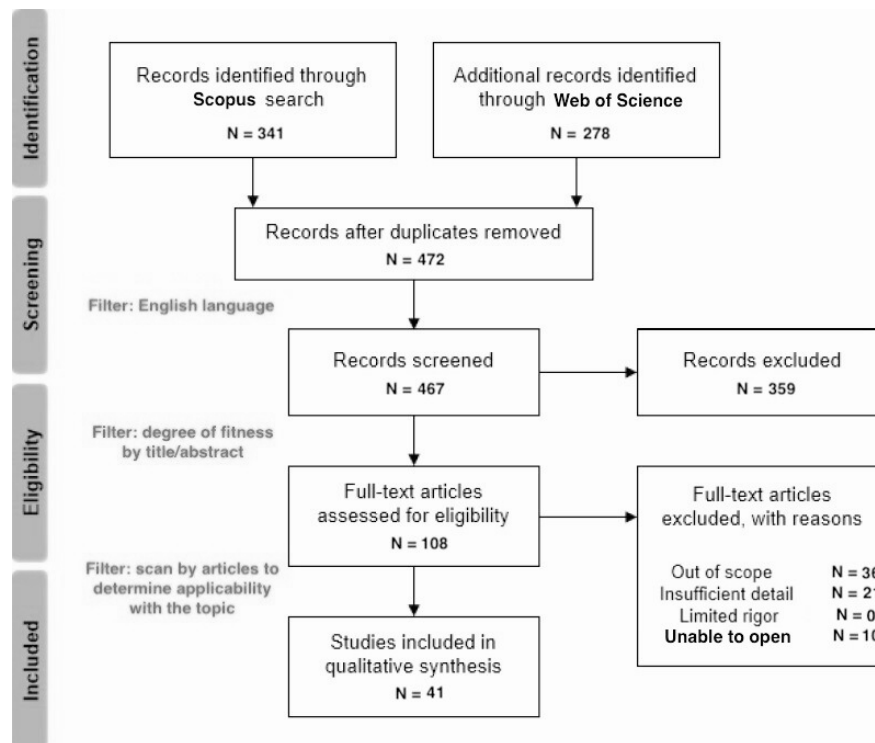
**Table 1. Keyword list**

Concepts	Keyword (and synonyms)
Customer Experience Management	Customer Experience Management, CEM, CX, CX management, CXM, Customer Experience*, CE, Customer Experience Strateg*, Customer Experience Initiative*, Customer Experience Design*, Customer Experience Program*
Purchase intention	Purchas* intent*, Purchas* behavior, Purchas* behaviour*, Buy* intent*, Buy behavior*, Buy* behaviour*, Intent* to purchas*, Intent* to buy*, Willingness to purchas*, Willingness to buy*, Buy* decision-making, Purchas* decision-making
Influence	Influence*, Impact*, Effect*, Relationship*, Correlat*

This resulted in the following search query in Scopus: TITLE-ABS-KEY(("customer experience management" OR "CEM" OR "CX" OR "CX management" OR "CXM" OR "customer experience\*" OR "CE" OR "customer experience strateg\*" OR "customer experience initiative\*" OR "customer experience design\*" OR "customer experience program\*") AND ("purchas\* intent\*" OR "purchas\* behavior\*" OR "buy\* behaviour\*" OR "buy\* intent\*" OR "buy\* behavior\*" OR "buy\* behaviour\*" OR "intent\* to purchas\*" OR "intent\* to buy\*" OR "willingness to purchas\*" OR "willingness to buy\*" OR "buy\* decision-making" OR "purchas\* decision-making" AND "influence\*" OR "impact\*" OR "effect\*" OR "relationship\*" OR "correlat\*")).

In order to guarantee that as much relevant and appropriate literature as possible was reviewed and evaluated, the same search query was entered into Web of Science, an online academic database that utilizes a similar structure to Scopus, but with specific rules for wildcards, phrases and Boolean operators. This resulted in the following query: TS=(("customer experience management" OR "CEM" OR "CX" OR "CX management" OR "CXM" OR "customer experience\*" OR "CE" OR "customer experience strateg\*" OR "customer experience initiative\*" OR "customer experience design\*" OR "customer experience program\*") AND ("purchas\* intent\*" OR "purchas\* behavior\*" OR "buy\* behaviour\*" OR "buy\* intent\*" OR "buy\* behavior\*" OR "buy\* behaviour\*" OR "intent\* to purchas\*" OR "intent\* to buy\*" OR "willingness to purchas\*" OR "willingness to buy\*" OR "buy\* decision-

making" OR "purchas\* decision-making") AND ("influence\*" OR "impact\*" OR "effect\*" OR "relationship\*" OR "correlat\*")). The search results were in both databases reduced by filtering for English language, by checking the degree of fitness by title/abstract and, finally, by scanning the articles for applicability with the topic. Below the PRISMA statement, this process will be explained in more detail.



**Figure 1. PRISMA statement**

The first filter is rather elementary and involves the exclusion of duplicates. The rationale behind this approach is that the inclusion of two copies of the same article within a literature search is illogical. Ultimately, the results obtained are identical. The substantial number of duplicates is attributable to the utilization of two distinct databases, which evidently exhibit similarities in their results, consequently yielding the same articles.

The second filter involves the exclusion of non-English-language texts. English is the primary spoken language at the University of Twente; therefore, it is not pertinent to include articles that cannot be read and/or understood.

The third filter involves the exclusion of texts that are deemed irrelevant to the topic, following an assessment of their fitness based on title and abstract. The content is reviewed to determine whether the article is closely related enough to the topic. The primary reasons for exclusion are as follows: articles are deemed to be beyond the scope of the subject; they lack sufficient detail; or they are unobtainable via any database.

The fourth and final filter involves the exclusion of texts that did not align with the research topic, following a thorough examination of the full text. Subsequent to the abovementioned selection process, the remaining texts were perused in their entirety to retain only those articles that were pertinent and could be utilized in establishing substantial definitions and foundations on the extant literature.

The establishment of inclusion and exclusion criteria represents an integral component of the systematic literature review process. Inclusion criteria delineate the essential elements that must be present in a study for it to be included, while exclusion criteria specify the factors that would render a study ineligible for inclusion.

The first criterion for inclusion was that the article contained the keywords listed in Table 1. The second criterion was that the article had to be found in the databases Scopus or Web of Science. Finally, the third criterion was whether the article could be found in English. These inclusion criteria resulted in a subset of (N=) 467 articles.

The first criterion for exclusion was to remove a duplicate article and an article that was not available in English. The second criterion was to assess the relevance of the article, initially based on the title/abstract, and later after scanning the content of the article. Using both the inclusion and exclusion criteria, the subset was reduced to (N=) 41 articles. An overview of this subset can be found in Appendix II.

The analysis of the articles resulted in the identification of seven overarching topics that are prevalent in the extant literature on the subject. These seven topics, in conjunction with the

previously mentioned concepts, serve as the fundamental basis for this study and any subsequent research endeavors.

The initial two topics that emerged in the systematic literature review are utilitarian and hedonic value. Utilitarian value is defined in the literature as the value a customer receives based on task-related behavior or functional benefits. In contrast, hedonic value is defined as the value a customer receives based on experience or entertainment (Childers et al., 2001; Huarng et al., 2009). In the context of customer experience management, it is imperative to consider both functional and emotional values in order to ensure that customers receive the desired benefits and are encouraged to proceed with a purchase. The subsequent paragraphs expound on the methodologies through which this objective can be accomplished. As both topics have been addressed in several articles, the initial paragraph will cover them together, and then they will be discussed on their own. Bruijn et al. (2007) highlighted that both the effectiveness (utilitarian value) and attractiveness (hedonic value) of a website, along with brand image and trust, are critical in persuading customers to purchase goods and services online from a specific company. Given that user preferences can vary, it is crucial for companies to research the aesthetic preferences of their target audience to effectively encourage purchase intentions. Similarly, Chuang et al. (2024) emphasized the importance of these factors, noting that Smart Service Systems (SSSs) - self-service machines allowing customers to handle orders independently - positively impact time saving, usability, engagement, and scalability, thereby enhancing the overall customer experience. These systems increase perceived pleasure and usefulness, which in turn stimulate impulsive buying behavior. However, this is an untypical finding given that impulsive purchases are generally more closely associated with emotion (hedonic value), and rational purchases with functionality (utilitarian value). Yin (2024) stressed the importance of aligning all touchpoints throughout the customer journey to provide a seamless and enjoyable experience. Sensory elements (appropriate use of color), functional

features (a clear structure), informative aspects (detailed product descriptions), and interactive touchpoints (brand conversations) must be considered both online and offline. Together, these factors influence brand attitude and shape the customer decision-making process by enhancing their overall experience. Therefore, the present study demonstrates the significance of customer centricity. However, the question arises as to the extent to which existing models can still be utilized to comprehend the contemporary omnichannel customer journeys and to develop a unified customer experience, given the constantly shifting and increasing expectations of customers. Pandey and Chawla (2018) identified psychological and functional factors as key dimensions of the online customer experience (OCE) within the e-retail clothing category. These dimensions significantly impact customer satisfaction and loyalty, both positively and negatively. Therefore, companies must closely monitor these factors and adjust their strategies accordingly to improve purchase intentions, enhance customer satisfaction, and secure a competitive advantage. Yang and He (2011) found that utilitarian-oriented goals in retail settings in China significantly enhance sensory and social experiences, though they do not affect emotional experiences. This is likely because customers with utilitarian goals are more task-focused than mood-oriented. In contrast, hedonic-oriented goals positively influence all three dimensions of customer experience. Additionally, except for the relationship between emotional and social experiences, these dimensions mutually reinforce one another, ultimately increasing purchase intentions. Huarng et al. (2009) observed that advertising instructional videos can be highly effective, especially when customers have a positive attitude towards them. These videos allow information to be shared in an easy-to-understand format (perceived usefulness) and offer opportunities for customers to engage with the message. Increased product knowledge resulting from such videos often leads to higher purchase intention, which is a key objective for companies. Finally, Mutambik et al. (2024) noted that both utilitarian and emotional dimensions significantly influence consumers' online service experience (COSE) and online impulse



buying behavior (OIBB) in the Saudi e-commerce market. The utilitarian dimension includes factors such as interaction, informational support, visual engagement, and ease of use, while the emotional dimension encompasses enjoyment, convenience, and reliability. These factors directly and indirectly impact OIBB through attitudinal loyalty, making them critical considerations for companies seeking to enhance their online presence. This lends support to the argument that utilitarian values are associated with emotion (impulsive buying), a theory that has been refuted by Yang and He (2011).

Despite the suggestion in the preceding paragraph that the two values are only closely related, a substantial body of research indicates that utilitarian value is more significant for the customer experience, and influences the purchasing behavior differently than hedonic value. Lee et al. (2022) emphasized the importance of utilitarian value, stating that service quality dimensions - such as website design, reliability, and responsiveness - and technology acceptance factors like perceived usefulness and ease of use contribute significantly to the overall customer experience. These factors have a direct positive effect on purchase intention or an indirect effect through customer satisfaction. However, Uzbek e-commerce customers place greater importance on usefulness than ease of use, and they value a detailed website over responsiveness. This preference arises from the ability to find needed information quickly without contacting the company directly. Similarly, Hamouda (2021) agreed that although hedonic benefits have proven valuable, the success of a retailer's mobile application primarily hinges on utilitarian benefits. These are seen by customers as vital to both their cognitive (information acquisition and processing) and affective (emotional appraisal) experiences, which influence purchase intentions. However, customers rely more on cognitive experiences than affective ones when making decisions, highlighting the importance of this element for companies. Azzam (2022) noted a significant relationship between the service elements of online shopping - such as expected benefits, risk perception, ease of use, service quality, privacy

and security, and speed and response - and consumer buying behavior in Jordan. These elements shape customer experience and satisfaction, ultimately influencing purchase intention. Kourtesopoulou et al. (2017) stressed that providing high-quality e-services is crucial for hotels to gain a competitive edge in a highly competitive market. Key determinants of e-service quality include information quality, customer focus, usability, trust/security, and ease of use. Hotels that meet these standards are more likely to see an increase in purchase intentions among customers. According to Liu and Zhao (2024), traditional cultural symbols in China, including their modelling, materials, and pattern color metaphors, positively impact the customer experience across functional, sensory, and emotional dimensions. These cultural elements allow customers to identify with the products, significantly increasing its perceived value and ultimately leading to higher purchase intention. Nonetheless, the present study does not differentiate between the relative importance of the various dimensions, which is noteworthy in view of the fact that Hamouda (2021) does emphasize the greater influence of customers' cognitive experiences over their affective experiences. Merritt and Zhao (2020) identified time, convenience, freedom, and technological advancements mimicking the offline experience as key reasons why customers prefer to shop online. Online platforms enable customers to browse products without pressure from employees and allow them to read reviews from other users. These features help customers set clear expectations and proceed confidently to purchase, resulting in greater satisfaction and improved purchase intention. Surjandy et al. (2023) suggested that introducing a user-friendly pay-later system could be a strategic move for companies. Such systems enhance perceived ease of use and usefulness, contributing to a more positive brand attitude. They also improve customers' overall shopping experience, boost satisfaction, and increase the likelihood of repeat purchases. Finally, Liu and Zheng (2023) highlighted the importance of addressing single-channel shopping costs, social influence, and perceived single-channel risks for agricultural retailers. These factors significantly impact

consumers' decision-making processes in an omni-channel context, either directly or through perceived value. However, the finding that social influence exerts a positive impact on the decision-making process of customers is praiseworthy, particularly in light of the observation by Merritt and Zhao (2020) that customers make purchases online due to the absence of social pressure in this environment. The manner in which influence is exerted, whether actively or passively, is likely to be a significant factor in this process.

Conversely, a plethora of studies have also posited the notion that hedonic value exerts a more pronounced influence on customer experience and modifies purchasing behavior in a manner that is distinct from utilitarian value. Poushneh and Vasquez-Parraga (2016) emphasized the importance of hedonic value, noting that augmented reality (AR) has made significant advancements in recent years. This technology greatly enhances users' perceptions of reality by integrating virtual information with existing data and presenting 3D images of products in various shapes, colors, and styles. These features improve the user experience, which leads to higher purchase intention and satisfaction. Similarly, Nguyen et al. (2023) highlighted that customer attitudes toward online purchases are strongly influenced by the perceived enjoyment and credibility of trading platforms, including their trustworthiness, dependability, and customer concern. They further noted that hedonic value has a greater influence on purchase intention than utilitarian value, making it essential for platforms to prioritize this value in their customer offerings. Ringler et al. (2023) suggested that product demonstrations are an effective way to market products and convey information. Specifically, process demonstrations - showing how a product works - can enhance cognitive flow and narrative transportation, both of which positively impact purchase intention. However, this effect diminishes when the demonstration occurs near the social presence of other customers. Sharma and Singh (2021) observed that technological developments have facilitated customer engagement and co-creation. The increased analysis of behavioral data has enabled the

development of solutions tailored to specific customer needs. This approach has improved satisfaction levels, which, when combined with engagement, positively affects repeat purchasing behavior. However, they also found that engaging customers through activities alone is insufficient; satisfaction with the product offering remains a critical factor. Therefore, this finding stands in opposition to the prevailing notion that engagement strategies (including personalized marketing) invariably result in increased sales. Ren and Chen (2018) emphasized the importance of color in creating interest and driving the desire to purchase specific products or services. They stressed that companies must carefully select colors for their websites, products, and packaging based on established literature to create a unique customer experience, stimulate purchase intention, and gain a competitive advantage. Finally, Zahra et al. (2020) noted that customer experience drives purchase intention through mental engagement and visual perception. Mental engagement involves identifying and addressing customer needs while delivering an enjoyable experience. Visual perception, on the other hand, refers to environmental factors such as color and emotion that sensorially impact the customer experience.

It can be concluded with a high degree of confidence that both utilitarian and hedonic value exert a significant influence on customer experience and purchase intention. It is not a matter of one being more important than the other; both have the potential to influence customers, and there are cases where the influence of one spill over into that of the other. However, it is recognized that these values can vary depending on factors such as product category, customer segment, shop context and cultural influences.

Technological innovation, which involves developments that renew and improve existing processes or values, is another topic widely discussed in the literature. Santosh et al. (2020) noted that applying AI systems in the hospitality industry can be challenging, particularly due to budget constraints, but these systems also bring numerous benefits. For

instance, they enable better service, faster responses, enhanced security, and more extensive data usage. These improvements help increase efficiency, enhance customer experiences, and generate tailored solutions, ultimately leading to positive purchasing behavior. Jangra and Jangra (2022) highlighted that artificial intelligence simplifies the process of responding to customer demand. By enabling effortless monitoring and analysis of customer data, AI allows online retailers to develop products, processes, and strategies aligned with customer preferences, thereby positively influencing buying behavior. Ranjan and Upadhyay (2024) emphasized that AI-powered tools like stylists and chatbots are now used to provide customers with quick responses and personalized recommendations. These tools have a positive impact on purchase intention by helping customers find products that suit their needs. However, as some customer queries can be too complex for bots, it is essential to continue developing and supporting these technologies to avoid losing potential customers. Lopes et al. (2024) found that the use of AI technology is both appealing and popular among customers, as it improves ease of use across various applications. Retailers can leverage these tools to enhance perceived control, focus, and cognitive pleasure, which directly or indirectly influence purchase intention. This, in turn, boosts customer satisfaction and drives sales. Finally, Gahlot et al. (2024) discussed the role of augmented reality (AR) in allowing customers to virtually view products, replicating the offline shopping experience. With recent technological advancements, an increasing number of customers prefer this shopping method as it saves time and effort. AR applications positively affect trust, perceived usefulness, and self-augmentation, which enhance the customer experience and ultimately drive purchase intention.

It can be concluded with a high degree of confidence that artificial intelligence (AI) and augmented reality (AR) can be utilized as tools to offer enhanced service, respond with greater efficiency, and more effortlessly analyze data and address customer requirements. It therefore exerts a significant influence on customer experience and purchase intention. However, it does

not currently appear to have reached the point where it can run completely without human interaction (Ranjan and Upadhyay, 2024) or completely replace in-person (live) shopping experiences (Gahlot et al., 2024).

Personalization is closely tied to technological innovation, as certain techniques or software, such as AI, analyze data, provide valuable customer insights and knowledge that can be used to develop effective and suitable strategies. Millard (2006) argued that companies must design their culture, management, and processes to prioritize the customer. The objective should be to create memorable and personalized customer experiences, which foster loyalty and support while increasing purchase intention. Furthermore, companies should avoid focusing solely on cost-cutting strategies, as these can harm customer service quality and overall satisfaction. McKean (2014) observed that the approach leading companies take to make offers has shifted over time. While businesses previously "pushed" information to customers, they now focus on "pulling" information. Efforts are concentrated on collecting personal data across various touchpoints, which is then analyzed to create relevant and personalized offers. This approach enhances customer satisfaction and boosts purchase intention. Yangzom and Ahuja (2023) highlighted the critical role of big data analysis in today's business landscape. Enormous amounts of data on patterns, trends, and customer behavior are stored daily. This information is analyzed to personalize customer experiences and deliver targeted product offers. By being more responsive to customer needs, companies can increase purchase intention and gain a competitive advantage. Finally, Jangra and Jangra (2022) emphasized the impact of technology on personalization, asserting that artificial intelligence facilitates data analysis, enabling organizations to respond to customer demands with greater efficiency and agility. By facilitating effortless monitoring and analysis of customer data, AI enables online retailers to develop products, processes and strategies tailored to customer preferences, positively influencing buying behavior.

It can be concluded with a high degree of confidence that personalization of the customer experience is of significant importance, and that there are a number of tools available for the analysis of data and mapping of customer needs, to respond to purchase intention (Millard, 2020). Nevertheless, it is important to acknowledge that certain customers may perceive this as an infringement on their privacy rather than as a beneficial measure. Furthermore, technological personalization, for instance through the utilization of AI (Jangra and Jangra, 2022), has the potential to overlook intuition. It is therefore vital that these tools are used with the utmost care.

Trust is another critical factor influencing the relationship between customer experience management and purchase intention. It is arguably the most significant of the aforementioned factors, as the absence of trust renders the prospect of substantial incentive to purchase highly improbable. Hsu and Tsou (2011) highlighted that the credibility of information - comprising expertise, reliability, accuracy, and lack of bias - plays a significant role in online retailing. Credible information in blogs positively impacts the customer experience, encouraging users to stay on the site longer and increasing the likelihood of making a purchase, particularly when customers feel engaged. Liu et al. (2019) noted that in the post-purchase phase, consumers are more likely to trust a brand when their experiences and perceptions of the brand align with prior reviews. Conversely, negative experiences can lead to mistrust. This indicates that customers base their judgements not only on personal experiences, as previously indicated by Hsu and Tsou (2011), but also on the experiences of others. For this reason, it is crucial for companies to focus on delivering positive experiences to retain existing customers and attract new ones. Chen and Yang (2023) observed that a customer experience positively portrayed by a live streamer can foster trust and emotional attachment, ultimately boosting purchasing behavior. Live streamers can establish an emotional connection with viewers, removing barriers to purchase. Consequently, companies should collaborate with expressive and engaging live

streamers to enhance their marketing efforts. Safia et al. (2019) emphasized that social media characteristics - such as electronic word-of-mouth (eWOM), product visibility, recommendations, direct communication, and reviews - significantly impact e-commerce adoption and online purchasing in developing countries, where customers often face trust issues. These features enhance trust and the willingness to buy online, highlighting the importance of social media in fostering purchase intention. Therefore, it has been demonstrated that objective, factual information is not the sole factor contributing to the establishment of trust (Chen & Yang, 2023); emotional attachment has also been identified as a significant element in this process. Bojorque et al. (2021) stressed the need to consider functional (convenience, credibility, and personalization), mechanical (context), and human (compassion) factors when shaping the customer experience. These elements strongly influence customer emotions, building trust and loyalty. When trust and loyalty are established, customers are more likely to form a relationship with the brand and make purchases. Finally, Mensah (2022) reported that several trust factors influence purchase intention in China, including trust in social networks, the seller's integrity, and their benevolence. Interestingly, customers do not expect the salesperson's competency to be a determining factor, likely because of the abundant product information available on social media. This allows customers to make informed decisions independently.

It can be concluded with a high degree of confidence that trust exert a significant influence on individual and social customer experience and purchase intention. Trust can be triggered by either emotional responses or objective/credible information, leading to the development of a favorable brand attitude and enhanced customer loyalty.

Logistics services also play a crucial role in delivering a positive customer experience. It is imperative for a company to demonstrate excellence in logistics, as this can engender trust and serve as a compelling factor influencing customers' purchasing decisions. As with



technological innovation, it is necessary to invest in customer-oriented solutions. Griffis et al. (2012) noted that product returns represent both a challenge and an opportunity for online retailers. While accepting and handling returns was historically viewed negatively, a well-implemented and prompt returns policy can foster customer retention and increase both purchase frequency and value. This is because a seamless returns process reassures customers that they are dealing with a reliable company. Consequently, investing in efficient returns processes is vital for retaining existing customers and attracting new ones. Lysenko-Ryba and Zimon (2021) similarly emphasized the importance of effective return handling, as it can create a positive experience and boost customer retention. In today's digital landscape, customers can easily share their opinions online, whether positive or negative, influencing the purchase intentions of others. Companies should use these insights to develop return policies that meet rising customer expectations, thereby enhancing purchase satisfaction and intention. Deshpande and Pendem (2022) highlighted that improving logistics performance significantly impacts purchase intention. Customers particularly value reduced delivery times; for instance, shortening delivery time from three to two days can lead to a 13.3% increase in average daily sales. On the other hand, longer delivery times often result in negative ratings, even when faster delivery was not guaranteed (e.g., for non-priority customers). This underscores the importance of optimizing delivery processes. Finally, Uvet et al. (2023) stressed that e-commerce retailers must focus on expanding order procedures with a view to enhancing flexibility (Griffis et al., 2012; Lysenko-Ryba & Zimon, 2021), as well as to effectively address customer concerns. Online transactions come with inherent risks, such as logistical issues, which can undermine trust and satisfaction. By investing in robust logistics services, companies can mitigate these risks, enhance customer satisfaction, and strengthen loyalty - factors that collectively drive future purchase intention.

It can be concluded with a high degree of confidence that logistics services exert a significant influence on customer experience and purchase intention. With customer-oriented initiatives, such as the implementation of a simple return system, trust is encouraged (Griffis et al., 2012).

Finally, the last topic that has emerged in the literature and will be addressed is attitudinal and behavioral loyalty. Trust acts as the foundation for both types of loyalty. Attitudinal loyalty is described as emotional and psychological attachment to a company that creates loyalty, and behavioral loyalty is reflected by actual attachment to a company, measured in visits and/or purchases (Srivastava & Kaul, 2016). According to them, a pleasant customer experience - in the context of lifestyle retailing - influences attitudinal and behavioral loyalty, both of which independently affect the amount a consumer spends. In addition, attitudinal loyalty was found to have a strong influence and even had an impact on behavioral loyalty. In addition, Gulfraz et al. (2022) indicated that the online customer shopping experience is defined as psychological effects from customer interactions that emerge during different virtual touchpoints. These effects include both functional (interactivity, informativeness, visual engagement, and navigation & search ease) and psychological dimensions (trust, convenience, and enjoyment). It has been studied that both these dimensions lead to an increase in customers' impulsive online purchasing behavior. This behavior is enhanced by attitudinal loyalty and weakened by customers with high self-control. It has been demonstrated that these types of loyalty do not directly impact the relationship between customer experience and purchase intention; rather, they act as a mediator in the relationship.

The present literature review has systematically examined and assessed the existing literature relevant to this topic. The subsequent chapter, research methodology, will describe the methods used to collect and analyze data.

### **3. METHOD**

#### **3.1 Research design**

The aim of this study is to investigate the underlying mechanisms of customer experience management on purchase intention in B2C e-commerce and to ascertain how these insights can guide strategic decision-making in online retail. To address the research question outlined in Chapter 1, the qualitative research design was selected. According to Popay et al., 1998, p. 345, and Fossey et al., 2002, p. 1, qualitative research aims to prioritize the perspectives of research participants and to shed light on the subjective meaning, actions, and context of those under study. It is an inductive research approach that is renowned for the wealth of information it can offer and provide in-depth details on a subject (Gioia et al., 2012). The qualitative approach used in this study is suitable for the subject matter, which pertains to human experiences, specifically the successful management of CEM by businesses, which are intrinsically challenging to quantify.

#### **3.2 Units of analysis**

The businesses selected for this study have been operating in various B2C e-commerce markets in the Netherlands for at least five years. They have demonstrated the ability to capture significant market share, have a customer-oriented focus, and have a broad geographical reach (diverse customer base). The rationale behind examining businesses from disparate markets is to gain a deeper understanding of the underlying mechanisms of CEM on purchase intention within the broader B2C e-commerce sector. Furthermore, only businesses that have been operating within the relevant market for the specified period and were able to contribute were eligible for this study, as they typically have more experience and knowledge. Ultimately, a customer-oriented focus is indicative of a company's reputation concerning fulfilling the needs and experiences of its (most valuable) customers (Lemon & Verhoef, 2016), and a broad geographic reach is beneficial in terms of understanding and including different cultures and

customers. The objective of the selection process is to generate research results that are as reliable and valid as possible. This is achieved in this study through the application of the aforementioned conditions.

The sample, which is a subset of businesses selected from a larger population, in this case, the B2C e-commerce sector, is characterized by the aforementioned conditions. To ensure that the participants adequately represent the subject of the study, these criteria for inclusion were established. It is of great importance to consider the depth of data rather than the frequencies when determining the sample size (O'Reilly & Parker, 2012). Nevertheless, it should be noted that the minimum number of participants required for semi-structured interviews ranges between 5 and 25 participants (Kuzel, 1992, cited in Saunders, 2012; and Cresswell & Poth, 2017). In this study, the sample size is 10. The following table (Table 2) presents a summary of the status of the various businesses concerning the specified conditions. As all companies had a customer-oriented focus, this condition is not shown in the table. In addition, the names of the companies have been omitted for reasons of confidentiality.

**Table 2. Respondents**

Company	Market	Active years	Market share	Geographical reach
Company 1	Wood	6	Star	NL & BE
Company 2	Window decoration	10	Cash Cow	NL, BE, FR, AT & DE
Company 3	Phone cases and accessories	19	Cash Cow	Benelux & DE
Company 4	Sport nutrition	29	Cash Cow	NE, BE & FR
Company 5	Finishing materials	5	Star	NL & BE
Company 6	Outdoor furniture	80	Cash Cow	NL, BE & DE
Company 7	Care products & home fragrances	10	Question Mark / Star	(Mainly) NL, BE & DE
Company 8	Football fan shop	5	Star	Benelux, DE, AT & IT
Company 9	Event organizer	27	Cash Cow	NL
Company 10	Men's clothing (suits)	25	Star / Cash Cow	Worldwide

### 3.3 Data collection

In order to respond to the research question, data will be gathered through a qualitative research methodology, as outlined in Chapter 3.1. The primary data will be collected through semi-

structured interviews with a number of B2C e-commerce businesses. Compared to surveys, semi-structured interviews are more effective in obtaining detailed information (Forsey, 2012). Consequently, the interviews will focus on collecting data on the relationship between CEM and purchase intention, as well as extracting insights that can inform decision-making. Moreover, semi-structured interviews permit the interviewer to pose supplementary questions if deemed appropriate, thereby facilitating the collection of more comprehensive data (Gioia et al., 2012). The majority of the issues being questioned during the interviews pertained to the constructs that emerged during the review of existing literature on the relationship between CEM and purchase intention (Chapter 2). A summary of these can be found in Appendix I. The rationale for utilizing existing literature is to structure the interviews and to elucidate the topic to the businesses. Furthermore, there will be an opportunity to interrogate the businesses' ideas about their CEM strategy and its impact on purchase intention.

### **3.4 Data analysis**

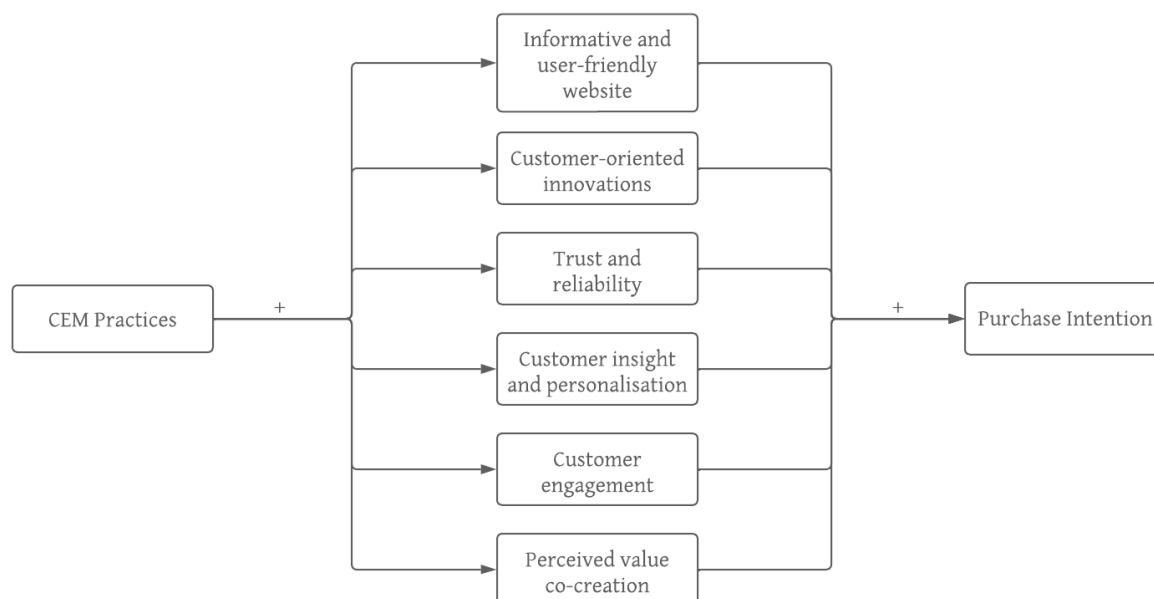
In order to facilitate a comprehensive analysis of the data collected, the interviews were recorded, transcribed, and coded. Several tools will be employed throughout this process. These include the use of communication platforms to record audio during a meeting, which will then be transcribed automatically into text via software. This process is designed to ensure that the resulting text is free from errors and therefore reliable. "Coding is the process of analyzing qualitative text data by taking them apart to see what they yield before putting the data back together in a meaningful way" (Creswell, 2015, p. 156). This process allows for the straightforward mapping of data, thereby facilitating an intuitive comprehension of the relationship between the obtained data and the research question(s). It is of paramount importance to code the transcripts accurately, as inadequate researcher interpretations could compromise the quality of the research. In the initial phase (open coding), the codes are defined. This involves the segmentation of the acquired data into discrete units and the generation of

codes to label them. Subsequently, in the second phase (axial coding), the codes are organized into categories. This involves the establishment of connections between the codes. In the third phase (selective coding), the categories are defined into one unified theory. This involves the connection of all categories around one overarching category (Elliott, 2018). As previously stated, inductive coding will be employed during this study. The inductive coding method of data analysis involves the reading and interpretation of raw contextual data to develop themes (Fereday & Muir-Cochrane, 2006). It is used when there is a lack of knowledge about the topic under investigation and research questions are open-ended (Saldana, 2021).

The present research methodology has described the methods used to collect and analyze data. The subsequent chapter, the research findings, will present the outcomes of this research project.

#### **4. FINDINGS**

The objective of this chapter is to present the qualitative research findings collected through the process of conducting 10 semi-structured interviews with B2C e-commerce companies that met the predefined conditions. The data obtained from the transcribed interviews were subjected to interpretive analysis and then inductively coded. This entailed the identification of distinct concepts and themes, which were subsequently categorized into six aggregated dimensions that became evident through analyzing the data, see Appendix IV (coding tree). The identified dimensions were informative and user-friendly websites, customer-oriented innovations, trust and reliability, customer insight and personalization, customer engagement, and perceived value co-creation (see Figure 2).



**Figure 2. Conceptual model**

#### **4.1 Informative and user-friendly website**

The first dimension of the data collection process, as evidenced by the interviews conducted, is the development of an informative and user-friendly website. The implementation of customer experience management practices results in the development of an informative and user-friendly website, which subsequently influences the purchase intention. In the context of e-commerce, a well-designed website that displays the requisite information is a vital component of customer experience management. It affects the ease with which customers can navigate the site, locate relevant products, and make informed purchasing decisions. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The ‘informative and user-friendly website’ dimension was constructed by combining the themes ‘clear and accessible information’ and ‘user-friendly website and navigation’, which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs.

The theme ‘clear and accessible information’ denotes that the data presented on the website is readily comprehensible and accessible to all individuals. It is essential to implement a segmentation strategy with regard to the information displayed on the website, taking into account the specific needs of different customer types.

*“We give a lot of information by default, but nowadays I try to differentiate it more. So, giving exploratory buyers certain triggers and advanced buyers others. I think that makes the overview more pleasant for customers.”*

Moreover, it is imperative that customers are provided with comprehensive assistance throughout their entire customer journey. It is not advisable to present customers with complex technical specifications. Instead, it is more beneficial to provide assistance throughout the purchasing process and, if necessary, offer supplementary explanations in the form of videos, blogs, and other instructional materials.

*“At least you try to make it as clear as possible for consumers.”*

The theme ‘user-friendly website and navigation’ denotes that the website is easy to use. It is of utmost importance that customers are able to reach their desired page in the shortest possible time without encountering any issues along the way. The main menu should be unambiguous, text should be legible, buttons should be correctly positioned, and functionalities, such as filters and decision aids, should be carefully considered and operate effectively. Furthermore, e-commerce companies must continuously strive to enhance the usability and accessibility of their websites. After all, this platform must be capable of meeting the increasing demands of customers in order to facilitate the creation of livelihoods.

In essence, an informative and user-friendly website represents a fundamental underlying mechanism between customer experience management practices and purchase



intention in the context of business-to-consumer (B2C) e-commerce. The combination of clear and readily accessible information with an intuitive website contributes to an enhanced customer experience, which in turn has a direct, positive impact on purchase intention. It is incumbent upon companies to provide assistance to their customers during the shopping journey in the event of ambiguity. Furthermore, they must continuously optimize and tailor their websites to align with customer needs and expectations, thereby facilitating the purchase process and maintaining a competitive position in an increasingly demanding market.

## **4.2 Customer-oriented innovations**

The second dimension of the data collection process, as evidenced by the interviews conducted, is the advancement of customer-oriented innovations. The implementation of customer experience management practices results in the advancement of customer-oriented innovations, which subsequently influences the purchase intention. Customer-oriented innovations, such as the introduction of new features or services designed to address specific customer needs, are consistent with the principles of customer experience management. These innovations can have a beneficial effect on customer experience, particularly when the customer feels that the company is meeting their specific needs. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The ‘customer-oriented innovations’ dimension was constructed by combining the themes ‘innovations and technology’, ‘customer-oriented processes and solutions’, and ‘speed and efficiency’, which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs. The theme ‘innovations and technology’ denotes innovative products, services, or processes that are introduced with the intention of increasing efficiency and scalability, thereby improving the customer experience. Examples include the utilization of augmented reality, the application of artificial intelligence, and automated order processing.

*“The main reasons for us to adopt these innovations or optimizations are efficiency and scalability.”*

The theme ‘customer-oriented processes and solutions’ denotes initiatives that have been introduced with the objective of meeting a customer’s specific needs or wants. Firstly, these must be mapped, which is typically achieved through customer feedback. Subsequently, it is vital to have individuals within the organization who are able to analyze this data and also extract the appropriate insights from it in order to develop innovative and scalable solutions. This is with the aim of creating a seamless and delightful experience for customers. Initiatives that have arisen from this include an online returns portal, a self-scheduling system, and (customer) targeted offers.

It is crucial that these solutions enhance the ‘speed and efficiency’ of specific procedures. These two features are of paramount importance in the context of e-commerce, as they directly impact the velocity with which customers can browse, make decisions, complete transactions, and receive products. Such innovations serve to minimize the friction that customers experience when interacting with businesses, thereby increasing customer satisfaction.

In essence, customer-oriented innovations represents a fundamental underlying mechanism between customer experience management practices and purchase intention in the context of business-to-consumer (B2C) e-commerce. The combination of innovative technologies with customer-oriented processes and solutions that increase speed, and efficiency contributes to an enhanced customer experience, which in turn has a direct, positive impact on purchase intention. It is of the utmost importance for companies to introduce innovative products, services, or processes that are focused on the customer's needs and wants in order to create a seamless and delightful experience, in both the short and long term, particularly in a market where consumer expectations are high.

### **4.3 Trust and reliability**

The third dimension of the data collection process, as evidenced by the interviews conducted, is the establishment of trust and reliability. The implementation of customer experience management practices results in the establishment of trust and reliability, which subsequently influences the purchase intention. Trust and reliability are fundamental to CEM, particularly in online environments where customers may be apprehensive about matters pertaining to product safety, quality, and delivery. The adoption of CEM practices that promote trust and reliability, including exceptional customer service, secure payment methods, and clear policies, reduces risk and increases the customer's willingness to buy. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The ‘trust and reliability’ dimension was constructed by combining the themes ‘customer service and reliability’, ‘quality and product range’, ‘transparency and risk avoidance’, and ‘trust and social influence’, which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs. The theme ‘customer service and reliability’ denotes the ability of personnel who are in direct contact with customers to be easily accessible and to respond to inquiries in a satisfactory manner, thereby guaranteeing a secure and positive experience.

The theme ‘quality and product range’ denotes that the overall quality of the offering should be of a high standard. This applies not only to the products, but also to the content shared on the website, social media, and other platforms. It is important that clear and realistic product images are presented that live up to customers’ expectations. It also applies to textual content, such as blogs and product descriptions, which not only inform customers, but also increase a company’s reliability and professionalism, which will enhance confidence in a seamless and satisfying purchase process.

The theme 'transparency and risk avoidance' denotes that companies should adopt a proactive approach to addressing customers' natural uncertainties and concerns prior to a purchase.

*"What we are trying to do in that is to remove uncertainty as much as possible..."*

This may be achieved by offering a range of secure and reliable payment methods, by providing detailed information about the product's quality and functionality, and by displaying reviews from other customers.

The theme 'trust and social influence' denotes customers' belief that it is safe and sensible to do business with a company. This sentiment may be cultivated through the implementation of distinctive and customer-oriented benefits (USPs), such as a comprehensive return policy (e.g., a 100-day return period) or other assurances that exemplify a company's dedication to the quality of its products. Additionally, social influence can be fostered through positive customer and/or product reviews and the highlighting of expertise through the use of quality marks or the provision of professional customer service.

*"We are going to add tips to a whole range of products, so you get a piece of extra information at every point, which conveys expertise and removes uncertainty."*

In essence, trust and reliability represents a fundamental underlying mechanism between customer experience management practices and purchase intention in the context of business-to-consumer (B2C) e-commerce. The combination of customer service and reliability with quality and product range, transparency and risk avoidance, and trust and social influence contributes to an enhanced customer experience, which in turn has a direct, positive impact on purchase intention. It is incumbent upon companies to convey the impression that they are capable of offering customers a secure and positive experience. A few illustrative examples that

contribute to this include having an excellent customer service, producing quality products/content, and offering several trusted payment options and USPs.

#### **4.4 Customer insight and personalization**

The fourth dimension of the data collection process, as evidenced by the interviews conducted, is the generation of customer insight and personalization. The implementation of customer experience management practices results in the generation of customer insight and personalization, which subsequently influences the purchase intention. A customer experience management strategy based on personalization, informed by customer insights (behavior, preferences, etc.), is an effective approach. The provision of personalized experiences has the capacity to engender a sense of customer value and understanding, which in turn can enhance the relevance and satisfaction derived from the customer experience. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The ‘customer insight and personalization’ dimension was constructed by combining the themes ‘customer insight and data analysis’ and ‘personalization’, which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs. The theme ‘customer insight and data analysis’ denotes the systematic gathering of information pertaining to customer behavior, needs, and preferences by companies. This process encompasses the examination of data derived from a website visit, interaction on social media, or a customer's purchase history. The data can be used to derive valuable insights that, when accepted and converted, can inform strategic decision-making. In the current digital age, a plethora of online analytical tools are available to companies, enabling them to analyze customer data and make adjustments to the customer journey as needed.

*“You have to be able to present data in such a way that you also have insight and can get something out of it. And then when you have gained insight, you also have to accept it.”*

The theme ‘personalization’ denotes the manner in which a company interacts with its customers. This approach is characterized by a high degree of customization and a focus on the customer’s needs, as identified through behavioral analysis.

*“The whole process, whether online or offline, just has to be right, and you have to be able to meet exactly what that particular customer wants. So, it's all about personalization.”*

A company can personalize content on different channels based on the data collected. This can be done through e-mail campaigns, but also on the website itself. In e-mail campaigns, customers can be split into segments, and customized campaigns can be created based on customer preferences. On the website, this actually applies to the entire customer journey. The content of web pages, including text and images, can be customized to different customer segments, preferences or real-time information. This also applies to products or blog articles. It is important that these align with the visitor’s behavioral patterns. This way, recommendations based on a previously visited products or product groups can be made, for example. Ultimately, call to actions can be tailored to the individual visitors. Stock can be shown when only a few sizes are still available of a particular item. In addition, the button can be customized based on the product and target audience. For example, visitors can checkout cheaper products directly, while for more expensive products they have to contact the company first. This in fact helps with customer loyalty and increases the likelihood of a larger purchase.

In essence, customer insight and personalization represents a fundamental underlying mechanism between customer experience management practices and purchase intention in the context of business-to-consumer (B2C) e-commerce. The combination of customer insight and data analysis, and personalization contributes to an enhanced customer experience, which in

turn has a direct, positive impact on purchase intention. Companies need to collect, analyze, accept and convert data into practical solutions to meet a customer's needs and wants, and personalization is a crucial factor in this process.

#### **4.5 Customer engagement**

The fifth dimension of the data collection process, as evidenced by the interviews conducted, is the fostering of customer engagement. The implementation of customer experience management practices results in the fostering of customer engagement, which subsequently influences the purchase intention. The utilization of diverse customer engagement strategies, including targeted communications and loyalty programs, facilitates the formation of a bond that enhances the likelihood of purchases and repeat patronage. It fosters loyalty, emotional connection, and interaction, and customers are therefore more likely to evaluate the company positively and make purchase decisions. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The 'customer engagement' dimension was constructed by combining the themes 'customer engagement' and 'loyalty', which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs. The theme 'customer engagement' denotes the actions in which companies proactively engage in the establishment of an enduring relationship with their customers. This occurs through interaction during the customer journey and can influence a customer's purchase intention both directly and indirectly. Moreover, organizations may foster high levels of customer engagement in a proactive manner, for instance, through interactive communication during the purchasing process. Alternatively, they may adopt a reactive approach, implementing customer-suggested initiatives that align with their strategic objectives.

The theme 'loyalty' denotes the extent to which a customer chooses a company (repeatedly) because of positive experiences, such as excellent service, attractive or a strong emotional connection to the brand. This loyalty is often a result of targeted customer experience management practices. Some examples include offering accessible and high-quality customer service that solves issues in a prompt and effective manner, or the implementation of rewards and loyalty programs that reward customers for repeat purchases. Such loyalty may be demonstrated both prior to and subsequent to the purchase. The primary rationale for the implementation of such initiatives is the recognition that existing customers are a more cost-effective source of revenue than acquiring new customers. They often exhibit higher levels of spending, a phenomenon that can be attributed to their trust in the company and the competitive advantage gained from their brand loyalty, which renders them less sensitive to competition and price fluctuations.

*"Loyal customers get more attention with us these days because it is important that we try to retain them."*

In essence, customer engagement represents a fundamental underlying mechanism between customer experience management practices and purchase intention in the context of business-to-consumer (B2C) e-commerce. The combination of customer engagement and loyalty contributes to an enhanced customer experience, which in turn has a direct, positive impact on purchase intention. Companies need to ensure that they build an emotional connection with customers through active and long-term interaction, by delivering positive experiences, and by offering a variety of benefits for returning customers. It is therefore evident that such relationships are of paramount importance for the continued success of a company in this highly competitive market.



## 4.6 Perceived value co-creation

The sixth dimension of the data collection process, as evidenced by the interviews conducted, is the demonstration of perceived value co-creation. The implementation of customer experience management practices results in the demonstration of perceived value co-creation, which subsequently influences the purchase intention. Perceived value co-creation can be defined as customers' perception of the unique benefits they receive in relation to the costs, as well as their involvement in the process of finding, creating, and improving the company. It is a crucial factor in the process of making purchasing decisions, especially in competitive B2C e-commerce markets. This chapter will provide valuable insights into the meaning of this mechanism and its effect on a customer's purchase intention.

The 'perceived value co-creation' dimension was constructed by combining the themes 'differentiation and brand identity' and 'emotion and customer experience', which were identified during the analysis of the concepts. It is important to elucidate the precise connotations of these themes, a process that will be undertaken in the following paragraphs. The theme 'differentiation and brand identity' denotes the manner in which a company distinguishes itself from its competitors. This is achieved through a variety of strategies that enable the establishment of a distinctive and appealing identity, capable of capturing attention and resonating with the customer on an emotional, practical, and value-based level. A company may develop a distinctive webshop that aligns with the desired customer experience, offering a diverse product range and additional value beyond the products themselves. This could include sharing knowledge, providing facilities, or offering online tools. This is because companies have few opportunities to persuade customers.

*"We also really need to differentiate ourselves... There are not that many touchpoints that make you go back as a customer to a website."*

The theme ‘emotion and customer experience’ denotes the process of fostering a sense of trust and enthusiasm in customers towards a particular company. It is crucial to elicit the appropriate emotional response from the customer. This may be achieved by the establishment of an ambience, the provision of an experience, the demonstration of quality, the instillation of trust, or the conveyance of authority. Moreover, in numerous industries, it is crucial to demonstrate a degree of inspiration, as this enables customers to envisage the final outcome with greater clarity. By stimulating, comprehending, and adhering to these particular emotions, it is possible to construct a successful customer journey and increase the likelihood of a purchase.

In essence, perceived value co-creation represents a fundamental underlying mechanism between customer experience management practices and purchase intention in the context of business-to-consumer (B2C) e-commerce. The combination of differentiation and brand identity, and emotion and customer experience contributes to an enhanced customer experience, which in turn has a direct, positive impact on purchase intention. Companies must develop a distinctive identity and experience that enables them not only to attract attention but also to understand and address the specific needs, values, and emotions of their customers, and persuading them to make a purchase.

The present research findings have highlighted the outcomes of this research project. The subsequent chapter, the discussion and conclusion, will summarize the main points and will delve into more detail on the findings.

## **5. DISCUSSION & CONCLUSION**

### **5.1 Conclusion**

In today's digital age, characterized by fierce competition, rapid technological advances and rising customer expectations, it is crucial for companies to provide their customers with

satisfying and memorable experiences. Data shows that these types of encounters can significantly increase customers' willingness to buy. The strategic oversight of this experience is referred to in the literature as Customer Experience Management (Schmitt, 2003, p. 17). Although many companies have introduced practices to improve customer experience, it is still unclear exactly how these efforts lead to higher purchase intention. In order to address this knowledge gap, this study was conducted. The central question addressed in this study is: "What are the underlying mechanisms through which Customer Experience Management (CEM) practices affect Purchase Intention in Business-to-Consumer (B2C) E-Commerce?". Qualitative research was employed to investigate the dynamics surrounding customer experience management in this context. The findings revealed that there are six underlying mechanisms that influence purchase intention.

Firstly, it has been demonstrated that an informative and user-friendly website can positively influence consumer behavior. It is incumbent upon companies to ensure that accurate information is displayed on their website. In other words, the content should be comprehensible and accessible to any individual. Furthermore, the website must be fully operational. It is essential that customers are able to navigate the website with ease and that all functionalities operate effectively and efficiently. This mechanism aligns with the findings of the literature review, which emphasize the significance of two key factors in determining customer behavior: the effectiveness of a website, also known as utilitarian value, and the attractiveness of a website, also referred to as hedonic value. Both play a pivotal role in influencing customers' decisions to purchase goods and services online from a specific company (De Bruijn et al., 2007). Furthermore, the presence of credible information on a website has also been found to engender a sense of trust in users, who are more likely to remain on the site for a longer period of time. This, in turn, has a positive impact on the customer experience and the likelihood of a purchase (Hsu & Tsou, 2011).

Secondly, the implementation of customer-oriented innovations has been observed to positively influence purchase intention. This is due to the fact that companies endeavor to devise innovative and scalable solutions that align with customer requirements and expectations while simultaneously enhancing operational velocity and efficacy. This mechanism is consistent with the topics of technological innovation and logistic service identified in the literature review. It is imperative to allocate resources to integrate technology and enhance processes, products and strategies, with the objective of increasing efficiency and effectiveness. Examples of such initiatives encompass the implementation of a straightforward return system (Griffis et al., 2012) or the integration of artificial intelligence (AI) (Santosh et al., 2020) or augmented reality (AR) (Gahlot et al., 2024). These approaches are expected to result in the optimization of customer experience and the stimulation of purchase behavior (Santosh et al., 2020).

Thirdly, it is of the utmost importance to exude trust and reliability. It is imperative that companies instill a sense of assurance and reliability in their customers, thereby fostering a safe and responsible environment for placing orders. This may be achieved by providing exemplary customer service, offering quality content and products, and presenting customer-oriented payment options and other incentives. A substantial volume of literature has been dedicated to this important subject, as evidenced by the comprehensive review of the existing literature. It is imperative for companies to prioritize information credibility (Hsu & Tsou, 2011), establish trust and attachment (Chen & Yang, 2023), and provide positive experiences, both for individuals and for society (Liu et al., 2019). This can influence a customer's opinion, which can exert both direct and indirect positive and negative impacts on purchase intention (Liu et al., 2019).

Fourthly, customer insight and personalization facilitate a more comprehensive understanding of customer behavior, needs, and preferences. This enables companies to offer

practical and personalized solutions, which is an effective strategy for engaging with the target audience. The significance of this dimension is emphasized in the literature review. It is asserted that companies should design their culture, management and processes to prioritize the customer (Millard, 2006). To this end, companies must continuously attract customer information, including patterns, trends and customer behavior, and adjust their strategy and offerings accordingly, in order to negotiate competitive advantage, as evidenced by leading companies (McKean, 2014). A plethora of software solutions and techniques, including artificial intelligence (AI), have the capacity to facilitate customer data analysis (Jangra & Jangra, 2022).

Fifthly, the establishment of an ongoing, emotional relationship with the customer through engagement and appreciation can serve as a means of maintaining a competitive advantage. It can be reasonably assumed that customers who have had positive experiences with a company are more likely to make a purchase and remain loyal. It is essential to maintain continuous engagement in this area, given that the acquisition of new customers requires a greater investment of time and resources. Although this mechanism was not explicitly highlighted in the literature review, it is a topic that is frequently discussed along with (attitudinal and behavioral) loyalty. Zahra et al (2020) elucidated the significance of mental engagement, Gulfraz et al (2022) the potency of visual engagement, and Sharma and Singh (2021) the impact of overall customer engagement. While this underscores the relevance of the mechanism, it does not necessarily imply a direct impact on a customer's purchase behavior, particularly in cases of one-off purchases. This assertion is also supported by extant literature, which demonstrates that engagement strategies do not invariably lead to purchase intention (Sharma & Singh, 2021).

Ultimately, a company must create sufficient perceived value to persuade customers to engage with it. It is important for businesses to differentiate themselves from their competitors

by offering benefits that match with customers' expectations and emotions. It is evident that this mechanism, with the exception of the two forms of value that have been emphasized - utilitarian or functional value and hedonic or emotional value (Childers et al., 2001; Huarng et al., 2009) - has not been extensively explored in the existing literature on the subject. Nonetheless, there is a growing consensus among professionals regarding the paramount importance of engaging customers in the enhancement of products and processes. This is primarily due to the fact that these individuals represent the very target audience for whom these products and processes are designed. The implementation of interactive AI technologies has been identified as a significant potential contributor to this process (Ranjan & Upadhyay, 2024). However, it should be noted that alternative technological solutions are also available that can be employed to analyze and implement specific customer requirements (Sharma & Singh, 2021).

## **5.2 Theoretical contributions**

In recent years, Customer Experience Management has become one of the most promising management approaches to address the current market challenges described in the introduction. The marketing concept has been demonstrated in the literature to exert a favorable influence on a customer's intention to purchase. Nevertheless, the precise mechanisms by which these two variables interact in the context of B2C e-commerce remain uncertain. This is notable given that the extant literature and market evidence highlight the contemporary importance and complexity of this issue. This study aimed to address this gap in the literature by exploring the relationship between customer experience management and purchase intention. This resulted in the identification of six key dimensions or mechanisms that provide insight into the overall relationship. Furthermore, the findings contribute to the existing literature in several ways.

Firstly, the study elucidates the relationship between customer experience management and purchase intention by identifying the underlying mechanisms in the context of B2C e-commerce. The implementation of CEM practices has been demonstrated to result in the

development of an informative and user-friendly website, customer-oriented innovations, trust and reliability, customer insight and personalization, customer engagement, and perceived value co-creation, which collectively increase purchase intention. Previous research have primarily concentrated on the origins and significance of customer experience management, as well as its relationship with other variables. However, to the best of my knowledge, no previous research had examined in depth how this approach affects purchase intention or what natural phenomena could provide an explanation for the emergence of the relationship.

Secondly, this research provides an important foundation for future developments within the e-commerce sector. By identifying the mechanisms through which this significant marketing concept affects a customer's purchase intention, an indirect but crucial indicator of a company's success, the relationship between the two has become much clearer. The findings can inform further research on innovation, customer behavior and technology in this context and for this sector.

Ultimately, the insights provided can serve as a valuable source of guidance for companies seeking to develop strategies that are responsive to the distinctive challenges and opportunities inherent to the e-commerce sector. The findings chapter provides a thorough examination of the experiences of 10 prominent companies from various industries. The case studies not only document the successes achieved in the context of their customer experience management strategies but also provide insight into the difficulties encountered. The practical experiences provide companies with a clear understanding of the most effective and least effective strategies in this rapidly changing environment. The sample composition ensures that the findings are relevant and widely applicable across various sizes and sectors.

### **5.3 Managerial implications**

E-commerce is the fastest-growing and most dynamic sector within the retail industry. It is imperative that companies adapt their practices and strategies to changing needs and

expectations, because failure to do so may result in the loss of customers. It is essential that the customer journey is seamless, personalized and engaging, otherwise a company will be at a competitive disadvantage. This study shows how the relationship between customer experience management and purchase intention is established within the context of B2C e-commerce. The insights can be used as a framework for future action and offer some implications for achieving greater control over customer experience challenges.

Firstly, a visual representation of the variables central to this study has been created (see Figure 2). The study provides managers with a clear rationale for the positive influence of CEM practices on customer purchase intention, which they can use in developing and improving business practices related to this topic. Secondly, it identifies the underlying mechanisms and provides an explanation of the rationale for managerial responses to these phenomena. Ultimately, managers are able to develop their own perspectives on the insights presented in this study and propose new innovations that enhance the customer experience. In today's competitive market, a company's ability to differentiate and persuade customers to make a purchase hinges on effective marketing strategies.

#### **5.4 Limitations & future research**

This study employs a qualitative research approach with the objective of identifying the underlying mechanisms between customer experience management and purchase intention in the B2C e-commerce sector. Although the research design aims to gain a comprehensive understanding of the topic being explored, it is necessary to recognize the limitations that may affect the findings. Furthermore, they can serve as a foundation for further research in this field.

Firstly, this study conducted 10 extensive interviews with owners and managers of e-commerce businesses. While this sample size should be sufficient for qualitative research, it can be questioned to what extent the results are generalizable to the entire industry. To further



substantiate this assertion, additional research could be conducted in different research settings, e.g., in other countries.

Secondly, this study is constrained by its focus on the underlying mechanisms identified following the analysis of interviews with all companies. Nevertheless, the opinions of customers, who have not been included in the present study, are also of great importance. Consequently, the results could be verified and/or supplemented by means of a new study focusing on them.

Ultimately, this study is exploratory in nature, which presents a challenge in determining whether CEM practices lead to all the identified mechanisms, which in turn influence a customer's purchase intention. Further studies may derive greater insight by adopting a quantitative approach to assess the relative importance of each mechanism, potentially organized according to industry sector.

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## **7. APPENDICES**

### **Appendix I – Interview Protocol**

#### **General question:**

- Brief introduction person and company

#### **Questions for verification:**

- Active in the B2C market?
- For how long?
- Which (parts of) countries active?
- Market share?
- Customer focus?

#### **Customer experience management:**

- Familiar with the concept?
- Do you implement CEM? How?
- Main reasons?
- What is required for effective CEM?
- How is CEM measured?

#### **Customers:**

- Most important reason for making a purchase?
- Key touchpoints you focus on?
- Why?
- Do customers need different CEM strategies? Why?
- How do you anticipate to this?

#### **Innovation:**

- Recent or upcoming innovations aimed at improving customer experience?
- Why important?
- Future trends in CEM?
- Future challenges in CEM?

**Purchase intention:**

- Extent to which CEM has an impact on purchase intention? Why?
- What motives of customers create this? Possibly continue on issues already mentioned.
- Examples of noticeable increases from CEM investments?

**Concluding questions:**

- Advice researchers on this topic?
- Advice companies on this topic?
- Anything forgotten that you still want to mention?

**Appendix II – Overview of articles literature review**

Author(s)	Title	Year	Journal	Summary
Poushneh, A., & Vasquez-Parraga, A. Z.	Discernible impact of augmented reality on retail customer's experience, satisfaction and willingness to buy	2016	Journal of Retailing and Consumer Services	This study covered that AR improves the user's perception of reality, thereby enhancing user experience and purchase intention.
Griffis, S. E., Rao, S., Goldsby, T. J., & Niranjan, T. T.	The customer consequences of return in online retailing: An empirical analysis	2012	Journal of Operations Management	This study showed that a good return policy leads to customer retention and increased purchase value.
Srivastava, M., & Kaul, D.	Exploring the link between customer experience-loyalty-consumer spend	2016	Journal of Retailing and Consumer Services	This study highlighted the role of customer experiences on attitudinal and behavioral loyalty and purchase intention.
Hsu, H. Y., & Tsou, H.	Understanding customer experiences in online blog environments	2011	International Journal of Information Management	This study found that credible information is positively related to the customer experience and purchase intention.
Gulfraz, M. B., Sufyan, M., Mustak, M., Salminen, J., & Srivastava, D. K.	Understanding the impact of online customers' shopping experience on online impulsive buying: A study on two leading E-commerce platforms	2022	Journal of Retailing and Consumer Services	This study discovered that the functional and psychological dimension lead to an increase in customers' impulsive online purchasing behavior.
Liu, H., Jayawardhena, C., Osburg, V., & Babu, M. M.	Do online reviews still matter post-purchase?	2019	Internet Research	This study showed that online reviews are very important in retaining customers and win over the competition.
Chen, N., & Yang, Y.	The Role of Influencers in Live Streaming E-Commerce: Influencer Trust, Attachment, and Consumer Purchase Intention	2023	Journal of Theoretical and Applied Electronic Commerce Research	This study demonstrated that customer experience can be influenced by a live streamer and increase purchasing behavior through trust and attachment.
Lysenko-Ryba, K., & Zimon, D.	Customer behavioral reactions to negative experiences during the product return	2021	Sustainability	This study highlighted that return processing is very important for a pleasant experience and customer retention and attraction, directly or indirectly through reviews of others.
Millard, N	Learning from the 'wow' factor - How to engage customers through the design of effective affective customer experiences	2006	BT Technology Journal	This study indicated the importance of creating and memorable and personal customer experience to foster loyalty and increase purchase intention.

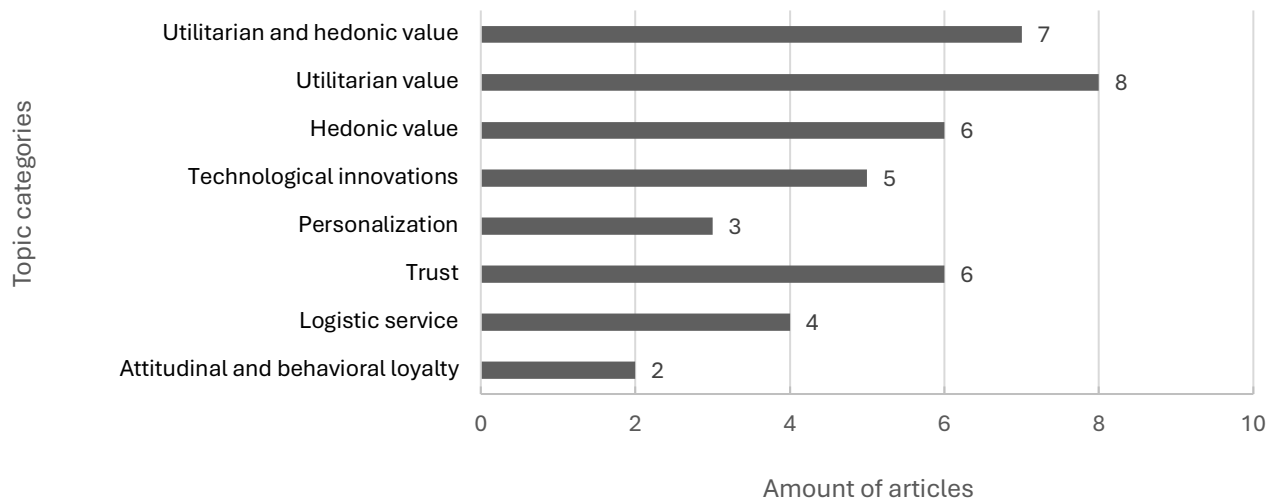


Deshpande, V., & Pendem, P. K.	Logistics Performance, Ratings, and Its Impact on Customer Purchasing Behavior and Sales in E-Commerce Platforms	2022	Manufacturing & Service Operations Management	This study found that logistic performance has a positive influence on customer experience and sales.
Huang, K., Yu, T. H., & Huang, J. J.	The impacts of instructional video advertising on customer purchasing intentions on the Internet	2009	Service Business	This study discovered that instructional video advertising can be informative and increase purchase intention.
Lee, V., Park, S., & Lee, D.	The effect of E-commerce Service Quality Factors on Customer Satisfaction, Purchase Intention, and Actual Purchase in Uzbekistan	2022	Global Business & Finance Review	This study emphasized the importance of service quality dimensions on customer experience, satisfaction, and buying behavior.
Hamouda, M.	Purchase Intention through mobile applications: a customer experience lens	2021	International Journal of Retail & Distribution Management	This study indicated that utilitarian benefits are the most important for affecting users' purchase intention.
Santosh, B., Ansuman, S., & Mou, R.	Impact of artificial intelligence in the hospitality industry	2020	International Journal of Advanced Science and Technology	This study highlighted the opportunities of applying AI systems to improve processes and enhance purchasing behavior.
Azzam, Z.	The Moderator Effect of COVID Pandemic on the Relationship Between Online Shopping Services and Online Consumer Purchasing Behavior. A Case of Jordan	2022	Studies in systems, decision and control	This study revealed the significant relationship between online shopping service elements, and customer experience and satisfaction, resulting in increased purchase intention.
Kourtesopoulou, A., Kehagias, J., & Papaioannou, A.	Evaluation of E-Service Quality in the Hotel Sector: A Systematic Literature Review	2017	Springer proceedings in business and economics	This study found that e-service quality factors can have an influence on customer experience and purchase behavior.
Safia, A., Chai, J., Frimpong, A. N. K., & Akram, U.	The impact of social media characteristics on e-commerce use behaviour among youth in developing countries	2019	International Journal of Information Systems and Change Management	This study showed that social media characteristics can have a significant impact on e-commerce adoption and online purchase behavior in developing countries (due to trust issues).
Liu, L., & Zhao, H.	Research on consumers' purchase intention of cultural and creative products-Metaphor design based on traditional cultural symbols	2024	PLoS ONE	This study revealed that in China, traditional symbols have a positive effect on perceived value and purchase intention.
Nguyen, T. T., Truong, H. T. T., & Le-Anh, T.	Online Purchase Intention Under the Integration of Theory Planned Behavior and Technology Acceptance Model	2023	SAGE Open	This study discovered that customer attitude and platform credibility have a strong influence on online purchases.
Merritt, K., & Zhao, S.	An investigation of what factors determine the way in which customer satisfaction is increased through omni-channel marketing in retail	2020	Administrative Sciences	This study highlighted the reasons for customers to buy online, and that the overall experience leads to greater satisfaction and enhanced purchase intention.
McKean, J.	Customer's New Voice: Extreme Relevancy and Experience through Volunteered Customer Information	2014	-	This study stated that leading nowadays pull information for their strategy to increase purchase intention.
De Bruijn, O., De Angeli, A., & Sutcliffe, A.	Customer experience requirements for e-commerce websites	2007	International Journal of Web Engineering and Technology	This study found that usability and attractiveness of a website, and brand image or trust are important in persuading customers to buy online.
Ringler, C., Sirianni, N. J., Peck, J., & Gustafsson, A.	Does your demonstration tell the whole story? How a process mindset and social presence impact the effectiveness of product demonstrations	2023	Journal of the Academy of Marketing Science	This study showed that product demonstrations increase cognitive flow and narrative transport, which enhances customer purchase intention.

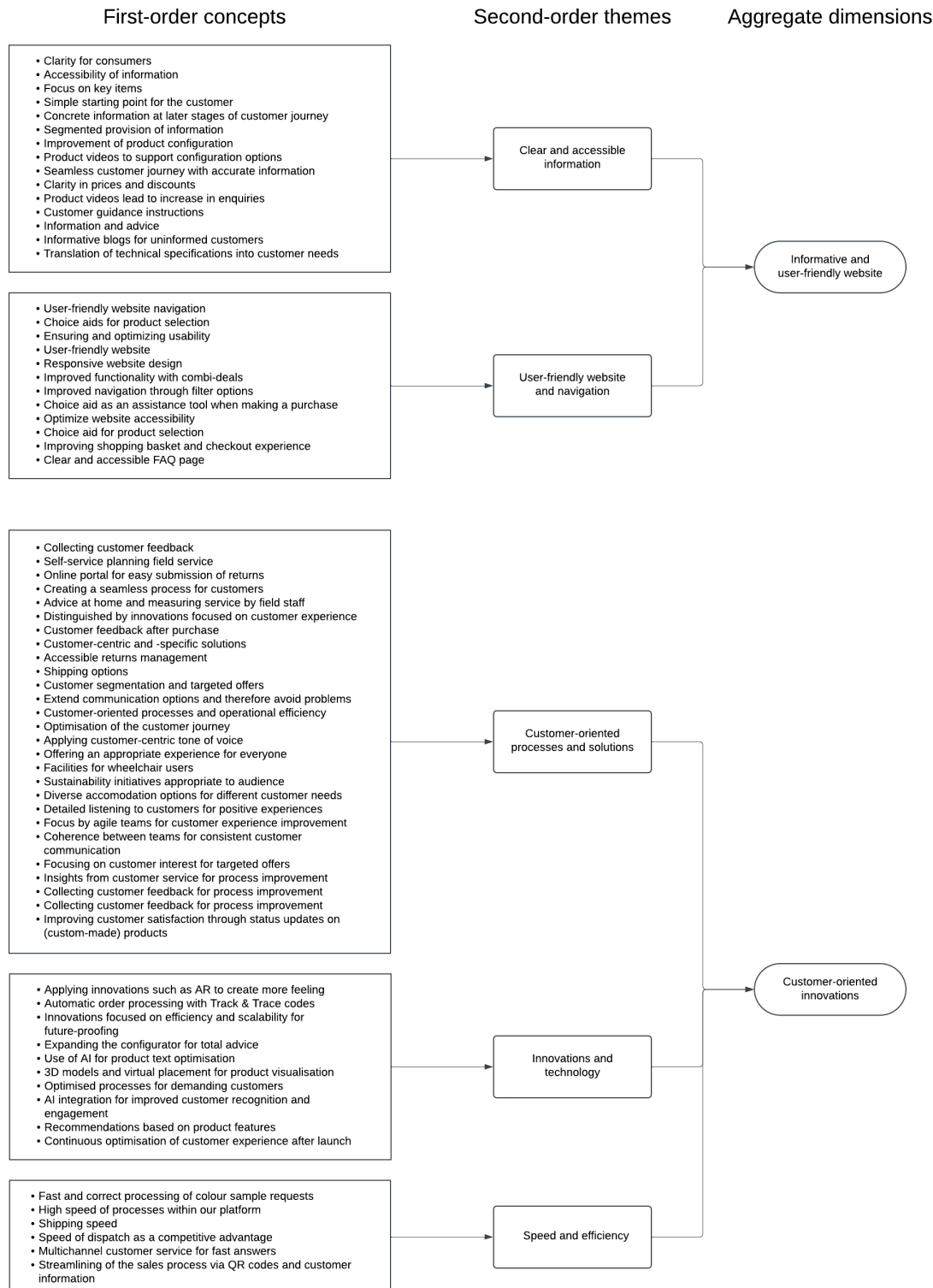
Sharma, D. R., & Singh, B.	Understanding the Relationship Between Customer Satisfaction, Customer Engagement and Repeat Purchase Behaviour	2021	Vision the Journal of Business Perspective	This study emphasized that technological development has provided customer engagement and co-creation, which positively influence buying behavior.
Ren, L., & Chen, Y.	Influence of color perception on consumer behavior	2018	Lecture notes in computer science	This study revealed that color can influence customer experience and stimulate purchase behavior.
Uvet, H., Dickens, J., Anderson, J., Glassburner, A., & Boone, C. A.	A hybrid e-logistics service quality approach: modeling the evolution of B2C e-commerce	2023	The International Journal of Logistics Management	This study indicated that investing in improved logistic service increases customer satisfaction and affect future purchase intention through loyalty.
Yangzom, T., & Ahuja, L.	Uses of Big Data to Understand Consumers' Buying Behavior	2023	2023 4th International Conference on Electronics and Sustainable Communication Systems, ICESC 2023 - Proceedings	This study demonstrated that big data analysis leads to a personalized customer experience, which increases purchase intention a gains competitive advantage.
Jangra, G., & Jangra, M.	Role of Artificial Intelligence in Online Shopping and its Impact on Consumer purchasing behaviour and Decision	2022	2022 Second International Conference on Computer Science, Engineering and Applications (ICCSEA)	This study stated that artificial intelligence can help generate customer data, which helps to create a personalised strategy and boost purchase intention.
Bojorque, A. P. V., Cavazos-Arroyo, J., Lagunez-Pérez, M. A., & Vásquez-Herrera, S. E.	Customer experience, trust and loyalty of millennials in banking at Cuenca-Ecuador	2021	Retos	This study showed that functional, mechanical, and human factors influence customer experience, trust, and loyalty, which affects purchasing behavior.
Zahra, M., Majid, E., & Manijeh, B.	The effect of Customer Experiences on Purchase Intention through Mediator Variables of Mental Engagement and Visual Perception	2020	Studies in Business and Economics	This study investigated the relationship between customer experience and purchase intention through mental engagement and visual perception.
Ranjan, A., & Upadhyay, A. K.	Value co-creation by interactive AI in fashion E-commerce	2024	Cogent Business & Management	This study discovered the opportunities AI has for creating personalized offers based on customer answers that stimulates purchase behavior.
Lopes, J. M., Gomes, S., Nogueira, E., & Trancoso, T.	AI's Invisible touch: how effortless browsing shapes customer perception, experience and engagement in online retail	2024	Cogent Business & Management	This study highlighted the important role of AI on customer experience and satisfaction, thereby boosting sales.
Yin, C.	Integrating or tailoring? Optimizing touchpoints for enhanced omnichannel customer experience	2024	Journal of Research in Interactive Marketing	This study covered the importance of sensory, functional, informational and interactive touchpoints on customer decision-making process through experience.
Gahlot, P., Suryavanshi, K., & Gandhi, A.	Revolutionizing decision-making: How retailers can harness the potential avatars in augmented reality to enrich the customer experience?	2024	Cogent Business & Management	This study revealed that AR applications positively impact trust, perceived usefulness, self-augmentation and purchase intention.
Chuang, S., Ou, C., & Lin, S.	The Influence of functionality and innovativeness of smart service systems on customer's impulse buying behaviors	2024	Edelweiss Applied Science and Technology	This study found that SSSs can have a positive impact on customer experience and stimulates impulsive buying behavior.

Surjandy, S., Azra, A. B., Fernando, N., & Brilliant, B.	The Effect of Short Video Advertising on Online Shopping Using Pay-Later Based on Online Customer Experience	2023	10th International Conference on Electrical Engineering, Computer Science and Informatics, EECSI	This study showed that a user-friendly pay-later system contributes to a positive brand attitude and shopping experience, thereby enhancing (repeat) purchase behavior.
Pandey, S., & Chawla, D.	Online customer experience (OCE) in clothing e-retail: Exploring OCE dimensions and their impact on satisfaction and loyalty - Does gender matter?	2018	International Journal of Retail & Distribution Management	This study discovered that OCE dimensions include psychological and functional factors that affect customer satisfaction, loyalty, and purchase intention.
Yang, Z., & He, L.	Goal, customer experience and purchase intention in a retail context in China: An empirical study	2011	African Journal of Business Management	This study showed that both utilitarian and hedonic-oriented goals have a positive impact on customer experience and purchase behavior.
Liu, Y., & Zheng, S.	Factors affecting consumers' purchase intention for agriculture products omni-channel	2023	Frontiers in Psychology	This study revealed the factors affecting consumer purchase intention for agriculture products omni-channel.
Mensah, I. K.	The Factors Driving the Consumer Purchasing Intentions in Social Commerce	2022	IEEE Access	This study highlighted that in China purchase intention is influenced by several trust factors that influences the customer experience.
Mutambik, I., Lee, J., Almuqrin, A., Alamri, A., & Gauthier, J.	Mapping the Impact of Consumer Online Service Experience on Online Impulse Buying Behaviour	2024	Journal of Global Information Management	This study indicated that utilitarian and emotional dimensions play a role in consumer online service experience and impulsive buying behavior.

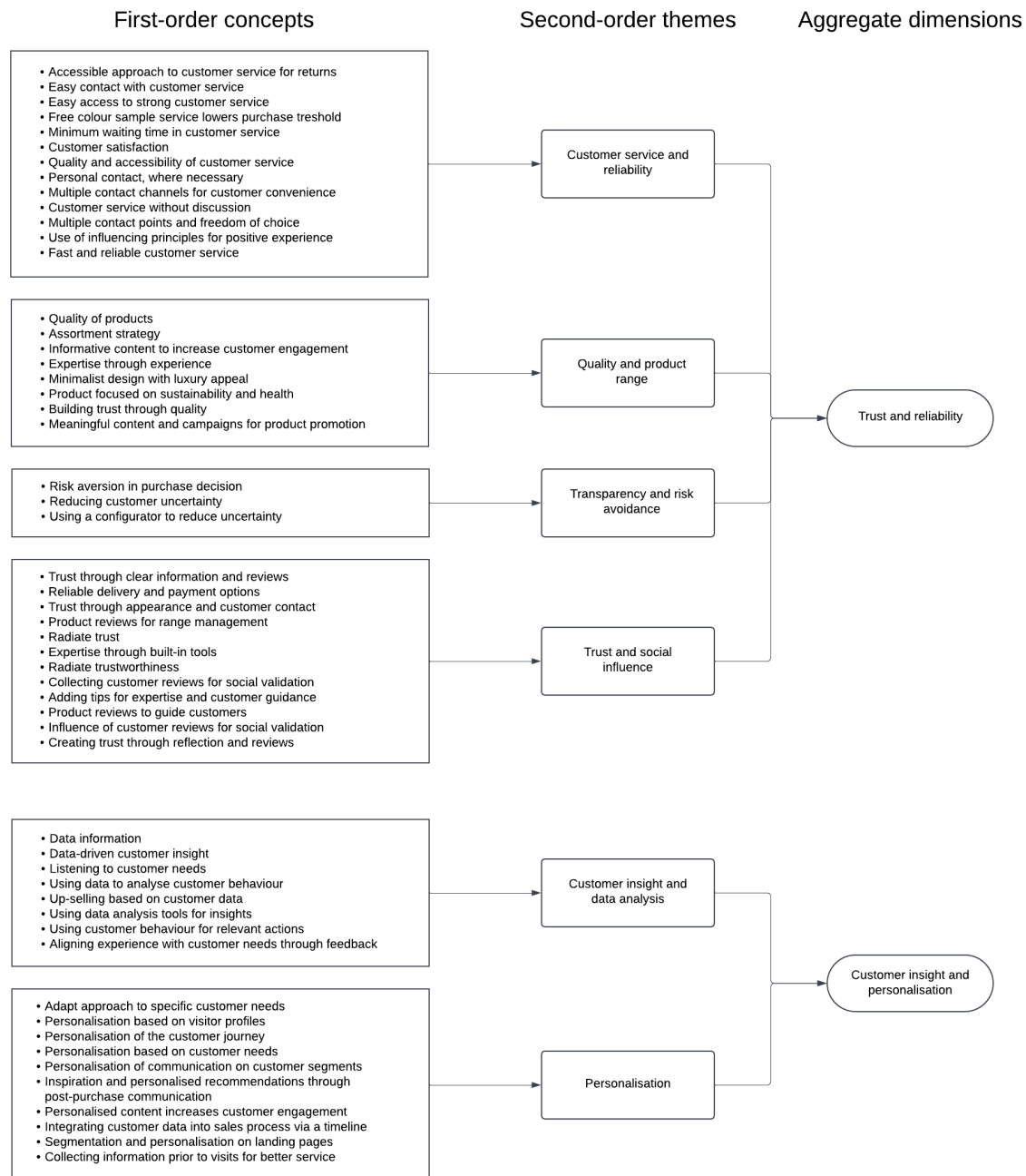
### Appendix III – Distribution of topics literature review



## Appendix IV – Coding tree (1/3)



## Coding tree (2/3)



## Coding tree (3/3)

