



TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 8, 2020

**A new decade
for social changes**

www.techniumscience.com

ISSN 2668-7798



9 772668 779000

A qualitative study of customer experiences in the retail industry

Hassan Boudlaie¹, Alemeh Shahidi², Mohammadhosein Kenaroodi³, Behrouz Keshavarz Nik⁴

¹Faculty Member of Kish International Campus, University of Tehran, ²PhD candidate in Marketing, Kish International Campus, University of Tehran, ³PhD candidate in Business Management, Kish international campus, University of Tehran, ⁴M.A. in executive Management, Kish International Campus, University of Tehran, Tehran, Iran

hassanboudlaie@ut.ac.ir¹, shahidi.alemeh@gmail.com²,
Mohamad.kenaroodi@ut.ac.ir³, Behrooz.nik85@gmail.com⁴

Abstract. Customer experience (CX) is defined as the direct or indirect experience of a customer with organization, service, and facility processes, and how the customer interacts with the company's services and other customers. There has not been much research on the concept of customer experience. Therefore, the purpose of this qualitative research is to understand what customer experience means in retail industry. The research data were collected through snowball sampling and interviews with 12 most recent consumers of Pajan dairy products. Next, collected data were coded, categorized and described; subsequently, conceptual map of the themes was drawn up. The main themes identified in this research are as follows: 1) Product familiarity; 2) Advertising; 3) Appearance of the product; 4) Taste and flavor; 5) Innovation and change; 6) Distribution channel; 7) Consultation; 8) Mindfulness of customers; 9) Entanglement of the customer with product; and 10) Product quality. Customer experience is a novelty in the field of marketing which researchers tried to cover its theoretical voids to some extent.

Keywords. experience, customer experience, consumer experience, customer experience management

1. Introduction

Since the 1960s, many conceptualizations have been created about the customer experience (Uriely, 2005). Oxford English Dictionary defines 'experience' as the "actual observation of or practical acquaintance with facts or events". A customer will always have an actual experience of an organization's services in the mind (Mascarenhas et al., 2006). In definition, a customer experience is a fascinating activity which is co-created by a provider and a customer and occurs when the customer comprehends the values and records them in his/her memory (Poulsson & Kale, 2004). The study of experiences has been considered extensively since the beginning of 21st century (Caru & Cova, 2007). Sundbo and Hagedorn-Rasmussen (2008) defines Customer Experience as customer's direct or indirect experience of the service process, organization, and facilities and how the customer interacts with the company's services and other customers.

According to Davidson (1992), customer experience is a method of creating a competitive advantage and building customer's loyalty. In fact, the customer's experience involves every moment of communication when he or she interacts with the product or service of the company (Meyer & Schwager, 2007).

In fact, customer touch point is the fundamental idea of customer experience concept (Gentile et al., 2007). However, the term 'Customer Experience Management' (CEM) has only been included in the dictionary of marketing management vocabulary and terms for a few years (Meyer et al., 2007). It can be stated that customer experience is considered as one of the basic and fundamental concepts of management and is becoming the most important area of research in customer orientation studies. Experience in the arena of consumer behavior is a personal incident (with a high emotional significance) which is based on interacting with stimuli (i.e., the products or services used). However, building customer experience is a complex challenge; because the creation of customer experience in retail industry is formed by multiple independent access or touch points during the exchange process.

Since customer retention has become one of the main challenges for retail companies, including food and dairy companies in the present day, these companies' main challenge is to manage the high churn rates which are currently taking place. It seems that customer experience management can contribute to customers' retention, satisfaction and loyalty. Yet, a review of theoretical foundations suggests that the concept of experience does not possess a sufficient theoretical development. Likewise, there has not been much research on the meaning of customer experience so far; thus, our knowledge is limited in this area. Therefore, there is need for researches that investigate the meaning of customer experience. According to the above-mentioned matters, the purpose of current research is to conduct a qualitative study of customer experience concept with a focus on customers of dairy products.

2. Literature review

The essence of experience in marketing was first introduced by Holbrook & Hirschman (1982). In literature related to customer behavior -from the information process perspective- a customer is considered as the ultimate decision maker. Twenty years after the initial suggestion of this concept, customer experience is considered as one of the most important aspects on which customer perception is focused (Addis and Holbrook, 2001). Though, customer experience concept is mostly acknowledged by the book titled as "The experience economy" (Pine & Gilmore, 1999). Pine and Gilmore (1999) propose the concept of experience as an approach in the modern economy. A company doesn't sell experiences (Pine & Gilmore, 1999); it rather provides tangible facilities and contents for customers to be able to create a unique experience. Initially, many scholars didn't consider customer experience as an independent structure, and it was originally derived from the concept of 'purchasing process' which examined the processes and interactions between organization and customer. Nevertheless, customer experience emerged in the mid-1980s, and Holbrook & Hirschman (1982) described it as "a steady flow of fantasies, feelings, and fun". However, in the late 1990s, CX became the focal point of organizations because, as explained in Pine and Gilmore (1998), experience was proposed as the fourth factor placing after materials, goods and services.

In addition, Klaus et al. (2013) further emphasized the study conducted by Klaus and Maklan (2012) and stated that in the last decade there has been a shift from focusing on service-based marketing to focusing on customer experience management. Kim, Cha, Knutson and Beck (2011) confirmed this change in the focus and explained that businesses of 21st century are more focused on experienced-based economy rather than service-based economy (Sundström & Kashyap, 2016).

CX is created and specified when there is an interaction between customers and products or services. Therefore, this experience can be described as a process in which customers interact with services or products provided by the company. Furthermore, this experience is based on the pre-purchase, purchase and post-purchase steps. All of these steps are exposed to the consequences of customers' experience and how they interpret this experience. From a conceptual point of view, customers are different for companies and could be defined as consumers, users, participants, guests, or even empirical actors. Despite the difference in viewing customers, there is consensus that experience is perceived individually and customers interpret products or services based on their previous experiences.

Customer experience management (CEM) is described as a process in which the entire customer experience of the product/service and the company is strategically managed. CEM is known as the key issue organizations need to focus on. Business researchers and professionals investigate CEM continuously; nevertheless, there is still a vague understanding of it. Although CEM has been shown as a recovery process, the current quantitative study focused on the impact of this component on organizational growth (Sundström & Kashyap, 2016).

According to Grønholdt et al. (2015), creation and management of CX has become more important in the service industries. CX and its importance is a fundamental issue for marketing scholars and professionals in the modern society. Moreover, Sharma and Chaubey (2014) claim that customer experience is a significant aspect in achieving success for companies while not taking industry into account. Additionally, the focus is on the current service research and management method. Creating meaningful experiences for customers can provide benefits for a company in the competitive market and cause an increase in customer satisfaction. Furthermore, Pine and Glimore (2011) indicate that successful experiences are memorable, unique and more importantly, sustainable over time. Also, Verhoef et al. (2009) argued that customer experience has a holistic nature and involves cognitive, affective, social and physical responses of the customer. This fact shows that customers consider several aspects of what they have previously experienced which reflects how they understand experiences in the future.

Bagdare and Jain (2013) mentioned that differentiation makes the experience of a company to have a competitive advantage because the customer has a more personal experience thus feels the experience is permanent. Therefore, differentiation does not exclusively rely on the quality of services and prices, it depends on how they are shaped and managed in form of experiences as well. Additionally, Bolton et al. (2014) argue that customer experience is not only created by the service provider, but also influenced by components including technology which its ease of use and efficiency contributes to customer experience.

Barlow and Maul (2000) believe that in the philosophy of experience, customers expect a positive, emotional and memorable experience. The customer experience economy, as defined by O'Sullivan and Spangler (1998, p. 326), refers to individuals or companies whose main purpose is to create such an experience which will lead to competitive advantage and benefits for the customers.

Although there are numerous definitions on customer experience, there is consensus that customer experience should include interactions with individuals, processes or organization system (Derakhshani & Mahmoudi, 1393, p.53). Unfortunately, some producers don't understand why they should worry about customer experience (Alter & Schwager, 2007, p.1). The customer experience actually includes all the touch points that a customer interacts with a product, service or etc. while purchasing.

Although customer experience has grown considerably over the past two decades, many researchers emphasized that even more important issues still need to be addressed: the lack of a precise definition of customer experience. Hence, extensive researches are needed in order to

understand and define customer experience. Moreover, despite the popularity of CX, many experts argue that its definition is still too vague. On the other hand, marketing literature argues that interpretations of CX are too broad (Sundström & Kashyap, 2016). Another study indicates that despite the expansion of efforts to identify significant customer experiences which involve studies in retail, entertainment, tourism, restaurants, and leasing industries, little studies provide evidence for the identification and measurement of customer experience elements. However, in general, there is an agreement that experiences are important elements which influence positive behaviors of customer (Cetin & Walls, 2016).

As a result, this ambiguity is a challenge while designing a successful customer experience strategy. It has been also noted that managers view experience management as a fantasy and entertaining or an innovative matter instead of focusing on the customer travel concept through it. These uncertainties are considered throughout the related literature; consequently, reviewing a variety of definitions is needed to understand the common components of customer experience.

According to the definition provided by Verhoef et al. (2009), experience involves cognitive, affective, social and physical reactions to the retailers. The empirical studies on CX use dimensions such as cognitive, affective, sensorial, and physical-behavioral and relational to measure customer experience.

Grewal & Levy (2009) presented a model of customer experience in retail industry, in which position alongside with goods, prices, promotion, supply chain, and factors controlled by firms are mentioned as key determinant of customer experience. Gentile et al. (2007) also found evidence of six categories of online customer experience which are as follows: sensorial, emotional, cognitive, pragmatic, lifestyle and relational. Similarly, two structures of psychological and influential are also known as effective factors in customer behavior and experience which are mentioned in experience management models such as that of Verhoef et al. (2009).

A recent study revealed that in 2016, 89% of companies expected to upgrade their competitiveness firstly with the help of customer experience management, up from just 36% in 2010 (Walls et al., 2011). According to another experimental report, CEM will become the most important feature among the 1,000 creative global companies in the future. As senior manager of Mercedes-Benz USA, Steve Cannon, points out: "The customer experience is a new marketing strategy".

CEM is closely related to various research trends in the field of marketing management. For example, Blocker et al. (2011) and Day (2011) emphasize the need for market orientation with a focus on company's journey through experience management which involves pre-purchase and post-purchase situations. In customer relationship management (CRM) domain, Meyer and Schwager (2007) distinguished CRM (e.g. customer recognition) from CEM (e.g. awareness of customer reactions and behaviors in real-time).

In another study, Grag and Rahman (2012) utilized methods including analysis of paired comparison data to identify the four factors influencing the creation of a good customer experience in the banking sector. The results showed that customer persuasion, employer's behavior, online performance, and customer service delivery are the important and influential factors to develop a good customer experience (Grag and Rahman, 2012). Using international theories, Puccinelli et al. (2009) empirically developed a model of relationships between records and results of online customer experience while using online shopping websites. This research identified and presented the practical tools of these variables alongside with the cognitive and emotional components of the customer's online experience. Effective solutions

for retail management are concerned with the creation of customer experience, which in turn results in successful outcomes.

Regarding customer experience, two well-known studies focusing on CX include Verhoef et al. (2009) and Puccinelli et al. (2009). Verhoef et al. (2009) studied the importance of past customer experiences, store environments, service interfaces, and stores brands with regard to future experiences. They introduced customer experience more precisely and defined it as a comprehensive, effective and emotional understanding of a customer which is created in response to retail sales. This experience is caused not only by factors which are under the control of retailers (such as interfaces while providing services, retail atmosphere, prices, etc.), but also controlled by factors which retailers cannot control (such as the influence of others, purpose of shopping, etc.).

Schillerström and Kristoffersson (2017) conducted a study on the situational experiences of self-service customers and pointed out that existing literature about self-service technology (SST) suggest that SST changes customer's experience with different types of retailers and service providers including supermarkets, airports, and fast food restaurants. Furthermore, Lee, 2015 and White et al., 2012 suggested that there is a need for further investigation of SST theory and its impact on customer experience in the retail environment with an SST. According to White et al. (2012), more research is needed to be conducted on customer experience in the domain of SST.

Puccinelli et al. (2009) focused on seven different domains of customer behaviors which influence customer experience: 1) goal, scheme and information processing; 2) memory; 3) purchase involvement; 4) attitude; 5) effect; 6) atmosphere; and 7) customer attributions and choices. They examine the insights that are developed by each of these domains and use the standard stages of decision-making processes (i.e. need for recognition, studying the researches, evaluation, purchase, and post-purchase issues).

Moreover, CEM seems to be a complex concept that relates to various concepts. On one hand, the emerging research on CEM is limited to the service domain. On the other hand, extensive researches are related to customer behavior with a focus on experience management in domains of services, products, online branding, and so on (Puccinelli et al., 2009). Considering the reviews of theoretical foundations, the main purpose of present study is to describe the outstanding and reliable experience of retail customers in the domain of dairy products. In this regard, the main question of this research is as follows: What is the concept of customer experience in dairy industries?

3. Methodology

Since the purpose of this study is to describe customer experience in the retail industry, the research questions are of quiddity type; therefore, a qualitative method should be used. As Creswell (1994) believes that a qualitative research methodology should be used to address “what” and “how” questions. Qualitative research allows the researcher to gain a comprehensive understanding of the meanings that individuals experience in everyday life (Corbin and Strauss, 2008). In qualitative researches, through an interpretive approach, the researcher acquires an understanding of phenomena from participants' point of view and their particular institutional and social contexts (Corbin and Strauss, 2008).

The research data were collected during the summer to winter of 2016. Samples were selected from the customers of Pajan Dairy Products who used the company's products within previous month. The number of selected samples is equal to 12 participants. Data collection was conducted through semi-structured interviews. Conducting interviews, the authors determined that collected information had reached a saturation point and there was no need to conduct

further interviews. When choosing this sample, issues such as time, availability of interviewees, and their degree of cooperation were taken into account. Snowball and judgmental sampling techniques were used in order to select the statistical sample. These sampling techniques are appropriate for selecting participants who were experienced in the subject of present study. Collected data from interviews were thematically analyzed. One of the simple and effective methods of qualitative analysis is the thematic analysis. This method provides the essential skills required for many qualitative analyzes (Holloway & Todres, 2003). In general, a theme is a duplicate and distinctive feature of a text that, according to the researcher, reflects a special understanding and experience in relation to the research questions (King and Horrocks, 2010, p.250).

4. Results

The researcher conducted interviews with 12 consumers of Pajan products, out of which 8 were females and 4 were males. The personal information of the interviewees was provided in this study (as full consent was given). In this study, a number of 8 interviewees resided in Kish Island and 4 of them were inhabitant of Tehran. The average age of interviewees was 30, with the youngest at 24 and the oldest at 48 years old. The interviewees' educational degree level ranged between bachelor's to Ph.D. It should be noted that in an attempt to maintain the confidentiality of participants' information, a code has been allocated to each of them. From now on, the participants of the study are labelled as P1 to P12. The four main outputs of data analysis of this research based on thematic analysis are as follows: 1) coding; 2) categorization of codes; 3) description of data content; and 4) drawing a conceptual map.

To conduct qualitative analysis, the researcher first transferred interviews on the paper by performing the writing and transcription processes accurately. In the next step, the researcher read the texts of interviews repeatedly in order to familiarize with the text and its atmosphere and reduce errors during encoding process. Once familiarized with the texts, the coding process began. In the initial coding, the author tried to identify meaningful statements, i.e. sections containing meaningful information related to research questions, through reading the text and comparing it with different sections of interviews.

For instance, we can refer to the interview of P3. During the interview, P3 pointed out: "If a store is out of Pajan products, I will leave that store and go to the next one". This meaningful statement implies the loyalty of customer to Pajan products. Therefore, "customer loyalty" can be appointed as the code title of this statement.

During the coding process, the researcher encountered unexpected meaningful statements which were named as unanticipated codes. For example, P6 mentioned that: "I use the 2-liter pack of Pajan milk because it produces less waste". The researcher named the related code for this meaningful statement as "care for environmental health". In some interviews, a number of two codes were allocated to the same statement. For instance, we can refer to the interview of P7 who stated that: "Pajan should fix its deficiencies to avoid losing customers". The researcher allocated two codes for this statement: 1) presence of deficiencies in product introduction; 2) the need for providing other products according to the needs of consumers. In the right column of Table 1, meaningful statements derived from the research data are shown. The corresponding participant's code is specified in the second column and related codes of each meaningful statement is mentioned in the third column. The fourth column indicates the theme derived from the corresponding meaningful statement.

Table 1. Coding pattern.

Meaningful statement	Participant's code	Code	Theme
I got introduced to Pajan products via supermarkets	P1	P1 ₁	Familiarizing/Introducing channel
I went to the store to buy Damdaran products, they ran out of it. So, I bought Pajan.	P1	P1 ₂	Random purchase
I preferred an offering since I didn't have enough information about this brand.	P1	P1 ₃	Lack of past experience and need for consultation

After completion of coding process, the researcher once again transcribed all the meaningful statements together with their code so as to make decisions for further categorization. The statements were studied and compared repeatedly by the researcher to place the codes with the most similarity, which could semantically create a single meaning together, in one category. Later, the related categories of codes were formed and a theme was allocated to each of these categories. Finally, all the codes were placed in 10 categories (product familiarity, advertisement, appearance of the product, taste and flavor, innovation and change, distribution channel, consultation, mindfulness of customers, entanglement of the customer with product, and product quality) which are shown in Table 2.

Table 2. Categorization of main research themes

No.	Themes of the study
1.	Product Familiarity
1.1	Random purchase
1.2	Purchase with prior knowledge
1.3	The experience of previous familiarity with the product
2.	Advertisement
2.1	The effect of free sample consumption on customer attraction
2.2	The effect of street billboards
2.3	The effect of online marketing
2.4	Word-of-mouth marketing
2.5	Failure to provide adequate introduction of products by the company
2.6	Ineffectiveness of advertising on desire to buy
3.	Appearance of the Product
3.1	The effect of color on customer attraction (the positive and negative impacts of colors)
3.2	The effect of packaging on customer attraction or repulsion (solid, impenetrable, or large packaging, lack of interesting design, uniqueness, etc.)
3.3	The effect of brand name on customer attraction
3.4	Attractiveness of company name
3.5	The effect of purchasing larger products to save purchase time
4.	Taste and Flavor
4.1	Creating a different taste
4.2	The effect of customer's taste on buying intention

4.3	Absence of undesirable odors in products
4.4	Sense of freshness after consumption
4.5	Using organic ingredients in product
4.6	A feeling of satisfaction after consumption
5.	Innovation and Change
5.1	Innovation in marketing
5.2	Feel the need for change
5.3	Consumer's variety seeking
5.4	The need for diverse production according to the needs of consumers
5.5	Difference of uniqueness
6.	Distribution Channel
6.1	Lack of proper distribution
6.2	On time distribution
6.3	The effect of product expiration date on purchases
6.4	The impact of visual content on the customer / to be in sight
7.	Consultation
7.1	Lack of consultation
7.2	The effect of dairies' variety on lack of suggestions from the seller
7.3	The effect of seller's recommendation on purchase intention
7.4	Experience of recommending others to buy and consume the product
7.5	Superiority of personal experience over recommendations from others
7.6	Superiority of others' opinions over personal opinions
7.7	Recommendation of others with respect to personal taste
8.	Mindfulness of Customers
8.1	Low mental engagement with the dairy products
8.2	The effect of customer's mental image on continuous purchase
8.3	The effect of free samples on mental engagement
9.	Entanglement of the Customer with Product
9.1	Customer loyalty
9.2	Interest in further purchase
9.3	Product's superiority over similar products
9.4	Lack of a specific position
9.5	Lack of superiority over similar products
9.6	Lack of product difference with other dairy products
9.7	The experience of consuming Pajan products with experiences in the past
9.8	Experience of trust in the product
10.	Product Quality
10.1	The desirable quality of ingredients
10.2	Stability of quality over time
10.3	Increase in quality expectation of other products
10.4	Lack of quality superiority over other products

In the next step, the third stage of data analysis, once the main themes were analyzed, the researcher described narrations related to each of these themes. The narrative related to product familiarity theme will be explained in the following:

The first theme in this study is product familiarity, i.e. how customers get acquainted with Pajan dairy products. According to conducted interviews, customers of Pajan products became familiar with its products through random purchasing, purchasing with prior knowledge of products, and purchasing with familiarity of products.

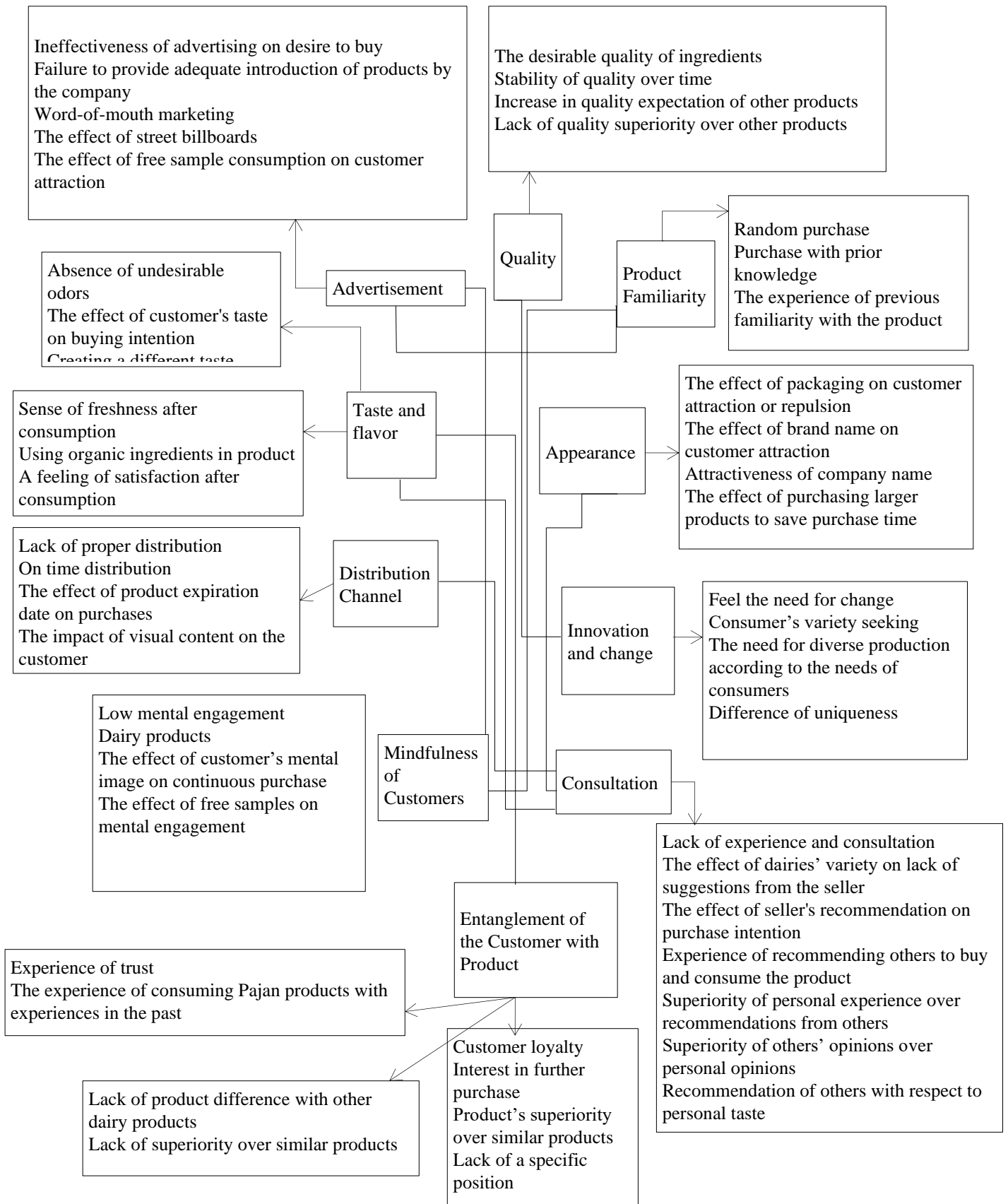
Random Purchasing: This theme indicates that the customer randomly found the product in a store and randomly purchased it. For example, P1 indicated that: “I went to the store searching for Damdaran Products which wasn’t available at the time so I randomly purchased Pajan Products”.

Purchasing with prior knowledge: This theme refers to the fact that the customer has purchased the product on the basis of his knowledge and information. For example, P6 stated: “The very first time, my niece introduced me to this product and she was very pleased with the quality. So, I bought it from the store having confidence in its good quality”.

Purchasing with past experience of familiarity of products: In this sense, the customer repurchased the product due to the experience of previous consumption of products and a satisfaction of this experience. P7 stated the following in this regard: “My mom first bought Pajan yogurt. Once I tasted it, I liked the quality. I buy it from supermarket ever since”.

In the final process of analysis, it is important to accurately read the themes and their subsets in order to draw a proper network of relationships if so exists. Obviously, it is important that these relationships are drawn based on participants’ comments, not on the rational relationships among them.

Figure 1. Network of themes and their relationships



- A) The Researcher relates theme 1 “product familiarity” to theme 2 “advertisement”. Because in advertisement, when a free sample is distributed, the customer consumes the product and can purchase it with full familiarity; if the advertisement is not sufficient, the customer might go to a store without having any prior information about product and make a completely random purchase. The theme of “product familiarity” is related to the theme of “customer’s mindfulness”. In the abovementioned theme of “customer’s mindfulness”, the client’s mental image affects purchasing process, i.e. if the customer goes to a store and notices the products on the shelves, his/her mind is involved and might buy the product.
- B) The theme of “advertisement” which related to “product familiarity” is also related to “mindfulness”. Because giving a free sample, which is a kind of advertisement, causes the customer to have a mental conflict with the product.
- C) The theme of “appearance” associated with “consultation” because some customers may attract to the product based on the packaging or the colors used in it, which will lead to recommendation of the product to others. On the contrary, some customers may not like the company’s name or its product packaging; hence, they are unlikely to do any recommendations.
- D) The theme of “taste and flavor” links to the theme of “consultation” as well as “entanglement of the customer with product”. Any customer who likes the taste of a product recommends it to others, since if one asks their opinion about products, they make recommendations based on personal tastes. Moreover, a customer may like the taste of a product for a long period and somehow, they are entangled with the product.
- E) The theme of “innovation and change” is related to the theme of “quality”. If customers are not satisfied with a product, manufacturers can modify their products with a little bit of change or creativity in order to attract more customers or they can provide new and high-quality products which are innovative (e.g., fruit yogurt) so that to keep their customers satisfied.
- F) The theme of “distribution channel” could be associated with the theme of “consultation”. Nowadays, the diversity of dairy products is very high. Therefore, a timely and appropriate distribution makes the customer to notice products in store shelves. Henceforward, a customer continuously makes a purchase with the help of his/her mental image. It should be noted that if a product is not always available due to poor demonstration, the customer will replace it with other products. To conclude, it is worth mentioning that these themes also have rational relationships. Nevertheless, the researcher intended to use only the experiences of customers and ignore their rational relations in the present study.

Conclusions and suggestions

The approaches pertaining marketing studies are changing. Given the challenge of rapid digitalization of consumer markets, some researchers suggested that current practices and concept of marketing should be reconsidered. Therefore, practitioners view CEM as one of the most promising management methods to address these challenges. Yet, the scientific researches related to CEM are very limited.

In this research, due to the novelty of the problem, the author used a qualitative methodology to achieve a broad and comprehensive understanding of the meanings which individuals experience each day. In response to the first sub-question of research, i.e. the unpleasant experience of customers when facing the products of dairy companies, the following notes could be considered according to the written comments:

Presence of unpleasant advertisement experience regarding products, lack of suitable and impenetrable packaging, lack of access to products in all stores, lack of consultation, lack of superiority over similar products, and lack of difference and qualitative superiority over other similar products.

In response to the second sub-question, i.e. identifying pleasant customer experiences regarding dairy products, it should be noted that apart from the themes mentioned in the previous section, other themes identified while investigation customer experience were all pleasant.

In response to the last research question, i.e. suggested customer preferences, the following two were proposed by interviewees in order to create attractiveness and improvement: 1) offering prizes to attract customers; and 2) providing diversity for production of specific products.

Table 3. Adaptation of the findings to research background

Researcher	Results	Findings of the present study
Esfidani, 2012	Colors are the key factor in packaging design. Color is considered as a vital factor in sales. Olfactory sense has an important role in marketing.	- the effect of packaging color on customer attraction - lack of unpleasant odor advertisement
Grewal & Levy, 2009	To improve customer experience, we need the following factors: consumer's behavior; advertisement; price; goods; management; store location; chain sales	- advertisement - distribution - insensitivity to the price
Esfidani, 2011	Research has shown that many customers do not remember the price clearly because our memory is not flawless.	Insensitivity to the price
Gentile et. al., 2007	- positive effects on CEM: Improving brand image helps the novelties. - advantage of CEM: Short-term improvement through maintaining customer experience and customer loyalty for long-term profit - making a distinction	- online word-of-mouth marketing - brand image - innovation - distinction - loyalty
Hoffman & Yung, 2000 Hoffman & Novac, 2009	1. The experimental state of cognition 2. A person engages in an activity to the extent that he is mentally drowned.	- mindfulness - mental conflict
Gentile et. al., 2007	Three behavioral outputs of CEM: - satisfaction - trust - motivation for further purchase	Entanglement of the customer with product
Verhoef et. al., 2009	Retailers try to provide consuming packages which are relevant to different customer sections.	The impact of packaging on customer attraction

Regarding the use of products, customer experience is very important for sales. Manufacturers do not know why they should emphasize customer experience. In today's competitive world, those manufacturers are successful who are able to create more values for customers. Customer experience management is a plan and a solution for attracting customers and creating a permanent and emotional relationship with the product which eventually aims at creating loyal

customers. Customer experience is one of the novel issues in marketing domain, and the authors tried to cover some theoretical voids of qualitative researches in the present study. According to the applied results of this study, it is recommended that all dairy product manufacturers consider the themes encompassed in this research to attract more customers. For instance, manufacturers can benefit from the themes related to the effects of color and packaging on customer attraction, advertisement, innovation, and proper distribution to better understand the expectations of customers.

Since in qualitative researches, the generalizability of results and research findings is limited in other conditions and achievements; consequently, the results of this research cannot be simply generalized to other domains. In this research, the method of thematic analysis was used as a qualitative research technique. It is suggested that other qualitative techniques should be used in future studies to compare with results of the current research and attain more comprehensive results. It is also suggested that future researchers explore the themes derived from the present research as a framework for hypothesizing a quantitative research and examine the relationship between customer experience and other variables such as customer satisfaction, competitive advantage, and so on.

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