AN EMPIRICAL EXAMINATION OF BRAND LOYALTY VIA CUSTOMER DELIGHT IN PAKISTAN

Hera Anam[*]

Dr. RafiaFaiz[**]

Abstract

The purpose of this study is to examine brand loyalty in Pakistan. This is in relation to investigating the relationship between brand attachment, surprise, customer brand engagement and customer satisfaction with customer delight. This innovative study addresses a clear research gap in the brand loyalty literature. A model is developed by the author. Empirical data for the study is collected from 350 self-administered questionnaires in Lahore City of Pakistan. Data analysis in SPSS shows that surprise or customer satisfaction do not have significant relationship with customer delight, but brand attachment has a significant positive relationship with customer delight. The findings also show that brand loyalty has significant positive relationship with customer delight. In the context of current global economic downturn and inflation, brand loyalty is of rising concern. The policy makers can build up on the findings of this study to emphasize on customer delight and exceed customer's expectations, rather than the traditional limited concept of customer satisfaction.

Key Words: Customer delight, Attachment, Brand engagement, Brand loyalty

_____

1.   Introduction

Today managers are facing the challenge of establishing and continuing relationships with their customers. It is even tough because customers have a wide range of choices and more access to information. The different activities of the firms including price discount and strong marketing strategies make this task even more difficult. Thus, many have increased interest in customer satisfaction and observe it continuously. Others have suggested that customer satisfaction is not sufficient and organizations must target to delight their customers (Torres & Kline, 2006). Customer delight was considered the key factor of relationship management (Dhevika, Latasri, Karmugil, &Kavitha, 2014).Customer delight defines as "it involves going beyond satisfaction to delivering what can be best described as a pleasurable experience for the customers" (Patterson, 1997). Delight is a stronger emotion and consists of joy and surprise. Though a study purpose that customers can be delighted without any surprise while joy is an essential component of delight [CITATION Kum01 \l 1033].

Previously in the field of customer delight several studies have conducted in diverse sectors. Customer satisfaction has been deemed as an essential predecessor of loyalty but now customer delight constructed greater loyalty than satisfaction. Customer delight enhanced the customer loyalty (Kim, Vogt, & Knutson, 2015), it also generated trust, positive word mouth and repurchase intention among customers. Service quality also facilitated to produce customer delight (Haryono, & Suyadi, 2015). Joy and captivation also directed to customer delight which eventually created loyalty (Dey, Ghosh, Datta, & Barai, 2015).The former discussion reveals that it is not much clear about the main factors that instigate customer delight particularly in Pakistan. This study endeavors to ascertain and empirically test the factors that can create customer delight which lead to brand loyalty. In this study I added two variables customer brand engagement and brand attachment.

The concept of delight have two different approaches, first is based on psychology literature which states that delight is an emotion which consists of

high pleasure and high arousal (Plutchik, 1980). Pleasure means to the extent to which an individual feels happy, elated or delighted in a condition, while arousal refers to the degree to which a person feels encouraged and vigorous (Bigne et al., 2003). Second view of delight is based on its definition which means higher satisfaction (Berman, 2005). Currently customer delight is the main element of success for firms because a delight customer has great worth for the firm as it helps the companies to compete with competitor in the best manner [CITATION Has11 \l 1033]. Oliver (1980) expectancy disconfirmation model illustrates the concept of delight that customers compare their perceived performance with former expectation. Delight arises when performance exceeds expectation and it's also called positive disconfirmation (Oliver & Winer, 1987).

Furthermore it is explained that assessment of product and services according to the customer requirements present the idea of delightful or distinguishing product features. Recent Unique selling point (USP) of all firms is "Delight your customers". Experts are giving instructions to business houses that to flourish in business they have to set customer delight as their prime objective (Kano, 1995; Macmillan & McGrath, 1996).

It has been observed that with increased awareness of customers due to the role of information technology there is decline in customer brand relationship. The purpose of this study is to explore the factors that influence on customer delight which can strengthen customer brand relationship. These factors are brand attachment, customer band engagement, surprise and customer satisfaction.

2. Research Objectives

Following are the specific research objectives of this study:
1. To investigate the relationship between brand attachment and customer delight.
2. To find out the relationship between surprise and customer delight.
3. To investigate the relationship between customer brand engagement and customer delight.

4. To examine the relationship between customer satisfaction and customer delight.
5. To examine the relationship between customer delight and brand loyalty.

3. Literature Review

3.1 Customer Delight

Currently, customer delight has attained attention among scholars as well as practitioners. Customer satisfaction has well explained in the literature but there was limited study about the concept of delight (Schummer, 2007).The idea of Customer delight first emerged in 1990s, it based on the discussion of affective and experimental dimensions of consumption. Customer delight theorized as an emotional state of surprise and positive levels of performance (Westbrook, 1987). Plutchik (1980) offered eight basic emotions which originated from a "psycho-evolutionary framework". Researcher organized these emotions of "surprise, joy, fear, sadness, hatred and anger "in a circular pattern known as Circumplex model; hence certain mixtures of proximal emotions were likely. Particularly, emotions those were adjacent to each other end in "primary dyads", blends of once removed emotions on the circle were known as "secondary dyads", and blends of emotions those were twice removed referred as "tertiary dyads". For instance primary dyad includes love (joy + acceptance); secondary dyad is delight (joy + surprise) and tertiary dyad consists of guilt (joy + fear). In this pattern delight was a combination of joy and surprise which was theoretically related to the Westbrook and Oliver (1991) dimensions of consumption included pleasure and surprise.

In 2007, Kumar and Olshavasky explained that customer satisfaction referred to meet the expectations; however customer delight has been stated as overwhelming expectations related to the feelings of happiness, elation, triumph and extreme satisfaction. Patterson (1997) said that customer delight involved going beyond the satisfaction and conveying the customers that they considered it as a pleasant experience. Customer delight identified as a best

instrument to accelerate the customer retention ratio. Torres and Kline (2006) explored that customer delight considered a stronger measure of customer relationship management rather than satisfaction. Delight expected to create progressive business outcomes comprising loyalty, word of mouth and better profitability. It was also examined that website virtual atmosphere like information, layout and design influenced on emotions and word of mouth. Women were more eager to verbalize positive word 0f mouth than men and more inclined by delight and pleasure than men (Loureiro, & Ribeiro, 2014).

From customer's perspective it was essential to gather a better perceptive of the aspects of customer delight. Empirical research analyzed three factors for the service firms including assessing behaviors of employees in a service counter that created delight, evaluating customers' expectations and determining the variations between customer delight and satisfaction. Results showed that employee affect and employee effort were the essential factors for generating delight as compared to employee skills which ranked lower with regard to customer delight (Barnes, Ponder, & Dugar, 2011).The empirical study tested a model based on cognitive appraisal theory (CAT) to gain greater knowledge of customer delight. This approach postulated that emotions and delight specifically were caused by different factors comprising the customer's knowledge, agency, goal congruency, novelty and goal relevance. It was indicated that condition of delight might be caused when tourists appraise their theme park experience that either as unpredicted, or as essential to their own welfare or specific needs, or as highly goal congruent[CITATION MaJ13 \l 1033].

Current literature explained that concept of delight have two features: delight generated by memorable and positive event, delight was strongly related to purchase intent and loyalty. As compared to satisfaction, delight remains for longer time and delighted customers were more loyal and tend to be more retained (Torres, Fu, & Lehto, 2014).In 2011, Hasan, Raheem, and Subhani described that it become necessary for firms to delight its customers. In this study they constructed a model of customer delight for banking sector

of Pakistan and identify factors that can create customer delight. After 300 personal interviews they found eight important factors included "unusual attractive ambiance (unique outlook of bank), undue favor, positive gestures, By pass the lengthy document procedure, prompt feedback, VIP treatment, helpful and willing to guide and caring behavior" (p. 7). Findings explained that all elements are significantly related to customer delight and imperative to create delight in the mind of customer for banking services.

3.2 Surprise

Human emotions were studied in the field of psychology but there was less consent on which emotions would be considered as primary, basic or central (Ortony& Turner, 1990).Research on surprise was limited in the field of marketing. Expectation considered a main concept of surprise (Whittlesea & Williams, 2001).Surprise caused either by unanticipated products or services or by vague expectation of products or services (Vanhamme & Snelders, 2001).There was a discussion about the status of surprise as an emotion. Many researchers considered surprise as a basic emotion. While some scholars did not consider surprise as an emotion because it was neither positive nor negative (e.g., Ortony, Clore, and Collins, 1988), recent researches on surprise in the field of psychology have viewed surprise as a short-lived neutral emotion (Reisenzein & Studtmann, 2007; Schutzwohl, 1998; Vanhamme & Snelders, 2001).However surprise was a neutral emotion because it might be a positive or negative emotion, if surprise followed by another emotional responses like joy or anger (Ekman &Friesen, 1975; Meyer et al., 1994; Vanhamme & Snelders, 2003).

Positive surprise was considered as an essential requirement for customer delight. The association between surprise and delight was embedded in Plutchik's (1980) work, which explained that delight was a combination of two emotions surprise and joy. Westbrook and Oliver (1991) illustrated indirect support for the relationship of surprise and satisfaction. Customer with positive surprise tends to be more satisfied and a customer with negative surprise would be less satisfied.

3.3   Brand Attachment

Brand attachment regarded as a rising construct; specifically it was essential to demonstrate the affective element of customer brand relationship. The concept of attachment had been investigated mainly in the field of psychology. Former research had been conducted by Bowlby (1969, 1979) in the perspective of parent -child connection. Bowlby described that attachment considered as an emotion laden object- specific link among a person and a particular thing(Thomson, MacInnis, & Park, 2005).Customer brand attachment concept had derived from the psychology attachment theory originated by Bowlby (1982).Attachment theory had examined that individual form, retain and dissolve the emotional relationship with other persons (Bartholomew & Horowitz, 1991; Hazan & Shaver, 1994).Yet research in the fields of psychology and marketing proposed that attachments could expand outside the person to person association perspectives (Thomson & Johnson, 2006).Brand attachment defined as "the strength of the cognitive and affective bond connecting the brand with the self" (Park, Macinnis, & Priester, 2006, p. 4). Consumers had a tendency of emotional attachment to a less number of brands, feeling association, enthusiasm or affection towards brands or company. The extent of association could vary from one brand to another (Thomson, MacInnis, & Park, 2005).

There were different characteristics of customer brand attachment. Customer self-brand connection was a key component in the development of brand attachment (Park et al., 2006, 2010; Lacoeuilhe 2000;Thomson et al., 2005; Cristau, 2003). Consumer brand relationships were strong as brand improvedself-identity and as it shared the similar cultural values (Belaid & Behi, 2011; Heilbrunn, 2001). Users with high brand attachment were not only the receiver of the brand resources however they were also more motivated to enlarge personal resources in order to continue the brand association (Park, MacInnis, Priester,,& Iacobucci, 2010). Personal resources included social resources, financial resources and time resources. Attachment was mainly dependent on time. Strong attachments extended with the passage of time, it

resulted from an ongoing interaction between the customer and the attachment object. This interface was not essentially a buying behavior; it might be of a cognitive nature such as information regarding the brand and advertising (Park et al., 2010; Thomson et al., 2005).Brand attachment enhanced the trust of consumers towards their brand.

In addition attachment also had relationship with brand commitment and indirectly influenced loyalty[CITATION Bel11 \l 1033]. In the perspective of marketing, customers who had strong brand attachment were keen to make an investment in their connection with brand and paid premium prices in order to achieve it and be loyal and committed(Thomson et al., 2005).Furthermore, consumers that had a strong emotional link with their brands had higher likelihood to exonerate the brand in case of any misfortune and support brand with positive word of mouth (Miller, 1997; Finkel, Rusbult, Kumashiro, & Hannon, 2002; Pimentel &Reynolds, 2004).

3.4 *Customer Brand Engagement*

Engagement concept had been examined in the field of organizational psychology for several times. In the current years the concept of engagement had been scrutinized in the field of consumer behavior. Customer brand engagement (CBE) had defined variously by different authors as "the level of an individual customer's motivational, brand-related and context-dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity indirect brand interactions". (Hollebeek,2011).

Customer engagement had appeared in the literature of marketing as an essential idea that described the concept as "customers' behavioral manifestation toward a brand or firm beyond purchase, which results from motivational drivers including: word-of mouth activity, recommendations, customer-to-customer interactions, blogging, writing reviews, and other similar activities" (MSI, 2010, p.4). Numerous multidimensional conceptualizations of customer brand engagement (CBE) have been

suggested. This study implemented the conceptualization of Customer engagement proposed by So, King and Spark (2012). CBE defined as a customer's individual relationship to a brand as apparent in cognitive, affective and behavioral reactions outside of the purchase and customer engagement conceptualized as a "higher-order construct comprising five first-order factors, including enthusiasm (or vigor), attention, absorption, interaction, and identification". There were five dimensions of customer brand engagement included enthusiasm, attention, absorption, interaction and identification (So, King, & Sparks, 2012).

Enthusiasm characterized as a strong level of exhilaration and interest of individual about the focus of engagement such as brand or company (Vivek, 2009).The energy and enthusiasm distinguished the concept of engagement from other related constructs like satisfaction (Macey& Schneider, 2008).Customer satisfaction referred to consumer's overall assessment of the performance of a brand and based on precedent experience while enthusiasm was illustrated by a strong emotion of thrill which was an active condition. Marketing theory supported the addition of attention as a feature of Customer engagement. Particularly, regulatory engagement theory described engagement as continual attention, where engagement level decreased as the behavioral attention turned away from something or brand (Scholer& Higgins, 2009).

Engagement was equal to focused concentration and the concept of attention was reliable with the construct of regular involvement (Lin, Gregor, & Ewing, 2008), which confined a customer's attention level toward a brand. A consumer who was engaged with a product was engrossed to information associated to the brand (Vivek, 2009).Researchers had suggested that strong engagement expanded outside of focusing on something to being absorbed or engaged with it (Scholer& Higgins, 2009).Absorption was a pleasurable condition in which customer was completely rigorous, glad and extremely absorbed while playing his role and an engrossed customer interrelating with the product perceived time as passing quickly (Patterson & De Ruyter, 2006).

In addition a characteristic of customer engagement identified in the literature was interaction, which defined as online and offline participation of customers with the brand or other customers beyond purchase. Interaction was exchanging thoughts, ideas and emotions regarding brand experiences and considered an essential component of the conceptualization of customer engagement (Vivek, 2009).Another dimension of customer engagement was identification which considered a main feature of customer brand engagement. The identification concept derived from social identity theory, which was continued that the self concept included individual identity and a social identity. Persons had developed a social identity by categorizing themselves and others into diverse societal groupings, likein the organizational membership case (Mael & Ashforth, 1992). Identification also described the relationships of customers with their brands or companies. Strong relationships were based on identification of consumers with the companies that assisted them to satisfy one or more essential self-definitional wants (Bhattacharya & Sen, 2003).

Customer brand engagement had an effect on customer outcomes like brand awareness and brand attitudes and consequently influenced customer loyalty (Sprott, Czellar, & Spangenberg, 2009). Moreover, an engaged person was expected to generate more positive attitudes toward a brand or company and enhanced brand loyalty (So, King, & Sparks, 2012).The strongest predictor of brand loyalty was customer engagement because loyalty increased with more engagement towards brand. Customer engagement constituted a strong customer brand association beyond purchase and creating it a stronger contributor to generate loyalty among customers (Brodie, Hollebeek, Juric, & Ilic, 2011).

3.5 Customer Satisfaction

The idea of customer satisfaction has received a large amount of attention in the research field during the previous years. It considered a big challenge in competitive marketplace to satisfy customers. Companies have realized the importance of customer satisfaction to achieve loyalty and repurchase intention. Customer satisfaction ha been described as "It is a judgment that a product or service feature, or the product or the service itself, provided a pleasurable level of consumption-related fulfillment, including levels of under or over fulfillment" (Oliver, 1997, p. 313). Consumer satisfaction was essential for success of firms. It was recognized that satisfied consumers were willing to pay more and fewer influenced by strategies of competitors than less satisfied consumers(Dimitriades, 2006). Price was an essential factor for customers while purchasing a product and had a huge impact on customer satisfaction. Acceptance of price was directly affected by satisfaction and brand loyalty. It was also investigated that customer satisfaction had influenced on price directly and indirectly. Furthermore price fairness was considered as a precursor of satisfaction and loyalty. Perceived price fairness had influence on customer satisfaction and band loyalty (Consuegra, Molina, & Esteban, 2007).

Hanif, Hafeez, and Riaz (2010) investigated the factors of customer satisfaction in the telecom sector of Pakistan. These factors have much importance in order to find out which create greater satisfaction among consumers for a certain brand. Findings indicated that factors price fairness and customer services have significant influence on customer satisfaction. As customers have realized price fairness of the brand they become more satisfied and retained in future. In 2011 Mohsan et al. explained that in the banking sector of Pakistan customer satisfaction played a very important role in generating loyalty and customer retention. Furhermore aftermath of study showed that customer satisfaction has positive realtionship with customer loyalty and negatively asssociated with customer intentions to switch to other banks. Service quality and customer satisfaction has significant positive relationship so marketers need to focue on improveing qualtiy of service to

boost up customer satisfaction in case of service sector like univeristy education (Amran Rasli, Danjuma,Yew, & Igbal, 2011).

3.6 Brand Loyalty

Brand loyalty was positioned at the center of modern brand management, particularly in marketplace where limited product discrimination and competition was tough. Brand loyalty defined as "a deeply held commitment to re-buy or repatronize a preferred product/service consistently in the future, thereby causing repetitive same-brand or same brand-set purchasing, despite situational influences and marketing efforts have the potential to cause switching behavior" (Oliver, 1999, p.34). Constructing brand loyalty had become more essential and difficult to accomplish in the era of massive competition. Currently companies were decided to extend, continue and build loyalty in order to retain loyal customers for achieving their long term profitability however it considered complex in such a fierce competitive market. Brand loyalty is the conscious decision of any customer to continuously purchase a same product in future. It is a positive approach of customers towards specific brand with the intent to repurchase that brand. Loyalty of customers is not only the repurchase of particular brand but it also denotes the psychological commitment of customers towards that brand (Rehman, Zia-ur-Rehman, & Akhtar, 2012). The service quality, brand image and switching obstacles have influenced on loyalty (Achour, Md Said, & Boerhannoeddin, 2011). Customer satisfaction had deemed as an essential predecessor of loyalty but now customer delight constructed greater loyalty than satisfaction (Kim, Vogt, & Knutson, 2015).

Marketers had emphasized to create trust in the mind of their customers because it ultimately generated brand loyalty. Trust could be achieved by offering service quality, advance values and definitive satisfaction (Lau, Geok Theng, & Sook Han Lee, 1999).Moreover loyal customers were not much price sensitive as selecting the brand however when the points come of quantity selection then customers become conscious about price. Price elasticity had influence on brand loyalty (Krishnamurthi, Lakshman, &

Sethuraman, 1991).It was investigated that in the context of Pakistan customer satisfaction and brand image had positive influence on brand loyalty. Companies might created brand loyalty to customers by providing quality services however satisfaction had less impact on loyalty as compared to brand image (Ghafoor, Iqbal, Tariq, & Murtaza, 2012).Customer loyalty always remained a major concern for every organization. There were some factors that influenced on loyalty in Pakistan such as satisfaction, product image, customer relationship and trustworthiness. These factor had positive impact on customer loyalty and important for long term success of a company.Study suggested that 'customer is always right' considered a golden rule to achieve customer loyalty.Particularly in Pakistan it was necessary for firms to earn good profit need to enhance customer loyalty through customer relationship, satisfaction ,trust and better image in the market. It reduced the customer loss and improve the retention rate[CITATION Akh11 \l 1033].

4.   Theoretical Framework

Customer delight is the long-term respond to accomplishment. Delight customers are more valuable for the organization because it provide a competitive advantage to compete with its competitors. Customer delight has a positive influence on customer retention (Hasan, Raheem, & Subhani, 2011).Attachment theory has supported this study and examined that individuals form, retain and dissolve the emotional relationship with other persons (Bartholomew & Horowitz, 1991; Bowlby, 1979; Hazan & Shaver, 1994). Yet research in the fields of psychology and marketing proposed that attachments could expand outside the human person to person association perspectives (Thomson & Johnson, 2006). Attachment theory states that customers make strong affectional bond to particular brands (Bowlby, 1979).In this study dependent variable 'customer delight is influenced by four factors namely surprise, brand attachment, customer brand engagement and customer satisfaction which eventually leads to brand loyalty.

Previous studies have found that surprising consumption has a relationship with customer delight (Finn, 2005) and surprise is considered an important element for delight (Rust, 1996).Brand attachment is an essential factor for customer brand relationship. It is found that customers who have strong attachment to their brands feel more satisfied with that brand. The results of Rajah, Marshall and Nam (2008) showed that customer brand engagement enhances the customer satisfaction and trust which creates the stronger customer brand relationship. The customer satisfaction has a positive relationship with customer delight. From the above discussion following hypothesis are proposed:

H1: Higher the attachment to one brand, greater the customer delight for that brand.

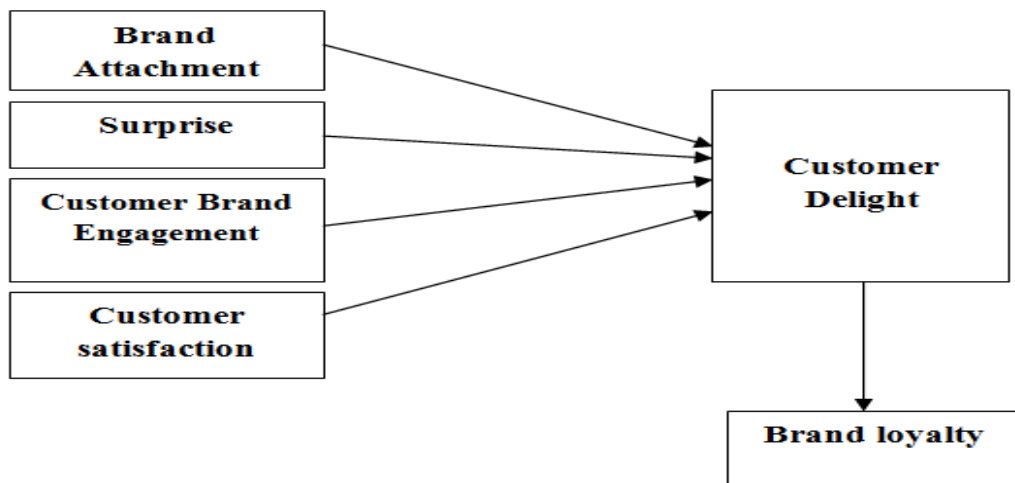H2: Higher the surprise to one brand, greater the customer delight for that brand.

H3: Higher the customer brand engagement greater the customer delight for that brand.

H4: Higher the customer satisfaction to one brand, greater the customer delight for that brand.

H5: Higher the customer delight greater the brand loyalty.

Proposed model of relationships is expressed in the figure.

Figure 1- Conceptual Model

5. Research Methodology

5.1 Sample

The sample of this study was drawn from the Lahore city Pakistan. Respondents were conveniently approached by personally visiting Educational Institutions and banksin the Lahore. The strength of using the convenience sampling technique for data collection lies in its ability to produce a huge group of respondents in a relatively short time period (Hair, Bush, & Ortinau, 2006).

5.2 Measuring Instrument and Measures

The main research instrument used in data collection for this study is the questionnaire. A sample of 350 was collected through personally administered questionnaire. All the items on the scale measured on five point likert scale from strongly disagree (1) to strongly agree (5). Research questionnaire was divided into two parts. First part included the demographics of participants such as gender, age and academic qualification. Second part included the dependent and independent variables. All scales of measurement were adopted from previous researches. The scale of customer

delight and surprise was adopted by Finn (2005); brand attachment adopted from Lacoeuilhe (2000); customer satisfaction from Churchill and Surprenant (1982); Oliver (1980); brand loyalty from Bloemer, De Ruyter, and Wetzels (1999); customer brand engagement had five dimensions which were identification, enthusiasm, interaction, attention and absorption was measured on scale adopted from King and Sparks (2012).

6. Findings

6.1 Reliability

Reliability measures the internal consistency of scale items by using Cronbach's alpha.

Table:1

Cronbach's Alpha	No. of Items
.860	41

Table shows the 0.860 reliability of total scale which is good enough and above the minimum required score of 0.50 by Nunally (1978).

6.2 Demographics of Respondents

From total 350 respondent 167 are male and 183 are females. In the total 350 customers, 83 customers have undergraduate qualification, 115 have gradation degree, and 111 customers have master qualification however 30 and 11 customers have post graduate and doctorate degree respectively. Most respondent lies between the age range of 18-21, 22-25 and 26-29. This study also got 30 different brand names like Samsung and Outfitters which give delight to customers.

6.3 Descriptive Statistics

Table: 2

	N	Minimum	Maximum	Mean	Std. Deviation
Customer delight	350	2	5	4.02	.553
Brand attachment	350	1	5	4.01	.540
Surprise	350	2	5	3.90	.680
Customer brand engagement	350	2	5	3.80	.567
Customer satisfaction	350	1	5	4.22	.490
Brand loyalty	350	1	5	3.83	.737
Valid N	350				

Table illustrates the mean and standard deviation of all variables selected for this study.The respondents were asked to give appropriate answers on five point likert scale ranging from strongly disagree (1) to strongly agree (5).Mean scores shows the positive high values which lies in the range from 1.17 to 5.00.Standard deviation describes the spread of a set of observations.

6.4 *Regression Analysis*

Regression analysis is used to investigate the dependence of outcome variable on one or more predictor variables. In this study I have used two regression models to test the hypothesis. Firstly multiple regression analysis is applied to investigate the effect of predictor variables on customer delight. Secondly simple regression analysis is applied to explore the influence of customer delight on brand loyalty. Regression analysis is a statistical technique for fitting an equation to data in order to analyze the influence of predictors on outcome variable.

Table: 3

Dependent variable	Independent variables	R square	Adjusted R square	F statistics	Significance value

Customer delight	Brand attachment Surprise Customer brand engagement Customer satisfaction	0.144	0.134	14.483	0.000

In the table 3 coefficient of determination (Adjusted R-square) shows that 13.4% variation in customer delight is explained by the variation in the independent variables that are surprise, brand attachment, customer brand engagement and customer satisfaction while remaining 86.6%is unexplained variation. The results show that F value is 14.483and statistically significant. The model is good fit and significant as p value is less than 0.05 which means that independent variables predict the customer delight.

Table: 4

Dependent variable	Independent variables	Beta value	Standard errors	P value
Customer delight	Brand attachment	0.243	0.062	0.000
	Surprise	0.001	0.048	0.984
	Customer brand engagement	0.187	0.063	0.003
	Customer satisfaction	0.026	0.062	0.675

H1: Higher the attachment to one brand greater the customer delight for that brand

The findings show that there is significant positive relationship between brand attachment and customer delight. P value is 0.000 which is less than 0.05 and H1 is accepted. Attachment to one brand creates customer delight for that brand.

H2: Higher the surprise to one brand, greater the customer delight for that brand.

The results indicate that surprise with beta value 0.001 has positive insignificant relationship with customer delight as the p value is 0.984. So it is concluded that coefficient ofsurprise is not significantly related to customer delight.

H3: Higher the customer brand engagement greater the customer delight for that brand.

The findings show that H3 is accepted and there is significant positive relationship between customer brand engagement and customer delight as p value is 0.003.

H4: Higher the customer satisfaction to one brand, greater the customer delight for that brand.

The results describe that customer satisfaction has not significantly related to customer delight because p value is 0.675 greater than 0.05 with beta coefficient 0.026. Customer satisfaction does not create customer delight.

So the multiple regression equation is

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$

Y= Customer delight (CD)

X1=Brand attachment (BT)

X2= Surprise (S)

X3= Customer brand engagement (CBE)

X4= Customer satisfaction (CS)

Equation of this study is

CD= 2.222+0.243BT+0.001S+0.187CBE+0.026CS

The findings show that all the beta coefficients are significant except surprise and customer satisfaction. It is analyzed that as brand attachment increases by 1 unit then customer delight is expected to increase by 0.243 units, holding all other variables constant. Customer delight is expected to increase by 0.187 units if customer brand engagement increases by one unit, remaining other variables constant. The standard errors associated with the coefficients are quite small and indicate that coefficients are estimated quite precisely.

6.5   *Simple Regression Analysis*

Simple regression analysis is applied to investigate the influence of customer delight on its outcome variable brand loyalty.

Table: 5

Dependent variable	Independent variable	R square	Constant	Beta value	P value
Brand loyalty (BL)	Customer delight (CD)	0.123	1.949	0.468	0.000

H5: Higher the customer delight greater the brand loyalty.

Brand loyalty has significant positive relationship with customer delight. F value of model is 49.021which indicates that model is good fit. P value is 0.000 less than 0.05 so H5 is accepted. R square explains that 12.3% variation in brand loyalty is explained by customer delight and remaining variation is not explained in this model.

Equation is **BL= 1.949+ 0.468CD**

Regression equation describes that as the customer delight increases by one unit then brand loyalty increases by 0.468 units. Therefore customer delight creates the brand loyalty among customers.

7.   Discussion and Conclusion

This study concludes that if organization wants to earn good profit globally and particularly in Pakistan, then it should work hard to increase customer delight. Delighted customers can be more profitable for a company. This study reveals that customer delight can become a fundamental basis of competitive advantage and profitability. There are several things that can be easily replicated by competitors. All the differentiation strategies are easy to imitate like improved by modifying facilities and dropping prices to enhance the demand of products and brand loyalty. Delightful services cannot be easily imitated. Executives have mostly focused on customer satisfaction to enhance loyalty.

The findings of this study explain that managers need to realize the importance of customer delight in driving brand loyalty which is supported by Kim, Vogt and Knutson (2015) investigated that customer delight generated greater loyalty than satisfaction. The results of this study show that organizations can increase customer delight through brand attachment and customer brand engagement which are Valuable addition in the existing literature. Customer delight is positively influenced by brand attachment and customer brand engagement. Customer satisfaction is not significantly related to customer delight which contradict the results of Haryono and Suyadi (2015) who ascertained that customer satisfaction had significant relationship with customer delight. Surprise also has positive insignificant relationship contradict the findings by Finn (2005) found that customer delight caused by surprise, arousal and positive affect. These contradictions in findings with previous studies occur due to different context of study. It can be possible in Pakistan customers have different values and culture that influence on their behavior toward particular brand so customer satisfaction and surprise cannot create customer delight. The factors brand attachment and customer brand engagement is useful to create customer delight which ultimately leads to brand loyalty.

This study has some limitations. Data is collected only from one city of Pakistan so this study has an issue of generalization. Another limitation of this study is sampling technique as convenience technique is used which obstruct the ability to generalize the results. Future research can be conducted in multiple cultural contexts by using probability sampling technique. Further study can also include other important mediating or moderating variables that can change the relationship.

8.   Implications

This study has important theoretical relevance for customer behavior research. It may provide empirical support on aspects of customer delight to

the existing literature. Findings of the study may extend the knowledge about the factors that can create customer delight and ultimately leads to brand loyalty, positive word of mouth and repurchase intention.

Managers are facing a competitive global market as customers are becoming more complicated and role of information technology enhanced their awareness. Customers cannot acquire and retain through price reduction anymore as this aspect loses its worth as soon as competitor firms equate in the same conditions. Therefore research predicts that managers need to focus on customer delight in order to acquire and retain their customers. In this study proposed model of customer delight can give valuable information to managers on how to achieve customer delight and loyalty. It can also provide greater understanding of the process of customer relationship management.

9.   Research Limitations

Only one major city of Pakistan is included in this study, and future research can focus on other geographical locations. Future research should examine other factors that affect brand loyalty, especially generational differences.

10.   Originality/Value

This novel study improves our understanding of brand loyalty in Pakistan by undermining the emphasis on customer satisfaction and highlighting the significance of customer delight. This was missing in the current literature.

References

Achour, M. E. G. U. E. L. L. A. T. I., MdSaid, N. P., &Boerhannoeddin, A.2011. Customer loyalty: The case of mobile phone users in

Universiti Utara Malaysia. *International Journal of Management Studies (IJMS)*, *18*(2), 43-66.

Akhter, W., Abbasi, A. S., Ali, I., & Afzal, H. 2011. Factors affecting customer loyalty in Pakistan. *African Journal of Business Management , 5* (4), 1167-1174.

AmranRasli, Danjuma.I., Yew, L. K., &Igbal, M. J. 2011. Service quality, customer satisfaction in technology-based universities. *African Journal of Business Management*, *5*(15), 6541-6553.

Barnes, D. C., Ponder, N., & Dugar, K. 2011. Investigating the Key Routes to Customer Delight. *Journal of Marketing Theory and Practice, 19* (4), 359-375.

Bartholomew, K. & Horowitz, L.M. 1991. Attachment styles among young adults: A test of a four-category model. *Journal of Personality and Social Psychology, 61*(2), 226-44.

Belaid, S., & Behi, A. T. 2011. The role of attachment in building consumer-brand relationships: an empirical investigation in the utilitarian consumption context. *Journal of Product & Brand Management, 20* (1), 37-47.

Berman B. 2005. How do to delight your customers. *California Management Review, 48*,129-151.

Bhattacharya, C. B., &Sen, S. 2003. Consumer-company identification: A framework for understanding consumers' relationships with companies. *Journal of Marketing, 67*(2), 76-88.

Bigné, J. E., Andreu, L., &Gnoth, J. 2003. The theme park experience: An analysis of pleasure, arousal and satisfaction. *Tourism Management, 26*, 833-844.

Bowlby J. 1969. *Attachment and Loss*. New York: Basic Books.

Bowlby, J. 1979.*The Making and Breaking of Affectional Bonds.*London: Tavistock.

Brodie, R. J., Hollebeek, L. D., Juric, B., & Ilic, A. 2011. Customer Engagement : Conceptual Domain, Fundamental Propositions, and Implications for Research. *Journal of Service Research, 14* (3), 252-271.

Consuegra, D. M., Molina, A., & Esteban, A. 2007. An integrated model of price, satisfaction and loyalty: an empirical analysis in the

service sector. *Journal of Product & Brand Management, 16* (7), 459-468.

Cristau C. 2003. Définition, mesureetmodélisation de l'attachement à une marque comme la conjonction de deux dimensions distinctes et concomitantes: la dépendance et l'amitié vis-à-vis de la marque. *3rd InternationalCongres Marketing Trends*, Venise.

Dey, S., Ghosh, S., Datta, B., &Barai, P. 2015. A study on the antecedents and consequences of customer delight. *Total Quality Management & Business Excellence*, 1-15.

Dhevika, V. P. T., Latasri, O. T. V., Karmugil, S., & Kavitha, S. 2014. A study on customer delight of banks in Tiruchirappalli district. *International Journal of Advanced Research in Management and Social Sciences*, *3*(6), 106-126.

Dimitriades, Z. S. 2006. Customer satisfaction, loyalty and commitment in service organizations: Some evidence from Greece. *Management Research News, 29*(12), 782-800.

Ekman, P., & Friesen, W. V. 1975. *Unmasking the face*. New Jersey: Prentice Hall.

Finkel, E. J., Rusbult, C. E., Kumashiro, M., & Hannon, P. A. 2002. Dealing with betrayal in close relationships: Does commitment promote forgiveness. *Journal of Personality and Social Psychology, 82,* 956– 974.

Ghafoor, M. M., Iqbal, H. K., Tariq, U., & Murtaza, F. 2012. Impact of Customer Satisfaction and Brand Image on Brand loyalty. *Progress in Business Innovation & Technology Management ,2*, 069-077.

Hair, J.F., Bush, R.P. &Ortinau, D.J. 2006.Marketing Research within a Changing Environment. New York, NY: McGraw-Hill.

Hanif, M., Hafeez, S., & Riaz, A. 2010. Factors Affecting Customer Satisfaction. *International Research Journal of Finance and Economics* , 44-52.

Haryono, S., &Suyadi, I. 2015.The Effects of Service Quality on Customer Satisfaction, Customer Delight, Trust, Repurchase Intention, and Word of Mouth. *European Journal of Business and Management*, *7*(12), 36-48.

Hasan, S. A., Raheem, S., & Subhani, M. I. 2011. Measuring Customer Delight:A Model for Banking Industry. *European Journal of Social Sciences, 22* (2), 510-518.

Hazan, C. & Shaver, P.R. 1994.*Attachment as an organizational framework for research on close relationships.Psychological Inquiry, 5*(1), 1-22.

Heilbrunn B. 2001. *Les facteursd'attachement du consommateur à la marque*. Doctoral Dissertation, Paris: Paris IX Dauphine University.

Hollebeek, L.D., 2011. Demystifying customer brand engagement: exploring the Loyalty nexus. *Journal of Marketing Management.*27 (7–8), 785–807.

Kano, N. 1995.Upsizing the Organization by Attractive Quality Creation. In: Kanji, G. H (Ed), Total Quality Management: Proceedings of the First World Congress, Chapman Hall.

Kim, M., Vogt, C. A., & Knutson, B. J. 2015.Relationships among customer satisfaction, delight, and loyalty in the hospitality industry. *Journal of Hospitality & Tourism Research*, *39*(2), 170-197.

Krishnamurthi, Lakshman, &Sethuraman P. Raj 1991.An empirical analysis of the relationship between brand loyalty and consumer price elasticity. *Marketing Science, 10* (2), 172-183.

Kumar, A., Olshavsky, R. W., & King, M. F. 2001. Exploring the Alternative Antecedents of Customer Delight. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior., 14*, 17-27.

Kumar, A., Olshavsky, R., 2007. *A distinguishing satisfaction from delight: an appraisal approach. In: Paper Presented at the Annual Conference of the Association for Consumer Research, Tucson, AZ (E.U.A).*

Lacoeuilhe J. 2000. L'attachement à la marque: proposition d'uneéchelle de mesure. *Rechercheet* Application en Marketing, 15(4), 61-77.

Loureiro, S. M. C., &Ribeiro, L. 2014. Virtual Atmosphere: The Effect of Pleasure, Arousal, and Delight on Word-of-Mouth. *Journal of Promotion Management*, *20*(4), 452-469.

Ma, J., Gao, J., Scott, N., & Ding, P. 2013. Customer Delight from Theme Park Experiences : The Antecedents of Delight based on Cognitive Appraisal Theory. *Annals of Tourism Research, 42*, 359-381.

MacMillan, I. C., & McGrath, R. G. 1996. Discover your product's secret potential. *Harvard Business Review*.

Mael, F., & Ashforth, B. E. 1992. Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of Organizational Behavior, 13*, 103-123.

Meyer, W.-U., & Niepel, M. 1994.Surprise.In V. S. Ramachandran (Ed.), *Encyclopedia of human behavior* (pp. 353-358). Orlando, FL: Academic Press.

Miller, P.M., 1997. Family structure, personality, drinking, smoking, and illicit drug use: A study of UK teenagers. *Drug and Alcohol Dependence, 45*, 121-129.

Mohsan, F., Nawaz, M. M., Khan, M. S., Shaukat, Z., & Aslam, N. 2011. Impact of Customer Satisfaction on Customer Loyalty and Intentions to Switch: Evidence from Banking Sector of Pakistan. *International Journal of Business and Social Science, 2* (16), 263-270.

Nunnally, J. 1978. *Psychometric Theory*. New York, NY: McGraw-Hill.

Oliver R.L. &WinerR.S. 1987. A framework for the formation and structure of consumer expectations: review and propositions. *Journal of Economic Psychology, 8*, 469- 499.

Oliver, R. L. 1999. Whence Consumer Loyalty? *Journal of Marketing, 63*, 33-34.

Oliver, R., & Westbrook, R. 1993. Profiles of consumer emotions and satisfaction in ownership and usage. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 6, 12–27.

Oliver, R., Rust, R., & Varki, S. 1997. Customer delight: Foundations, findings and Managerial insight. *Journal of Retailing*, 73, 311–336.

Ortnony, A., & Turner, T. J. 1990. What's basic about basic emotions? *Psychological Review, 97*(3), 315-33.

Ortony, A., Clore, G. L., & Collins, A. 1988.*The cognitive structure of emotions*. NewYork: Cambridge University Press.

Park, C. W., Macinnis, D. J., & Priester, J. 2006. Beyond Attitudes: Attachment and Consumer Behavior. *Seoul National Journal, 12* (2), 3-36.

Park, C. W., MacInnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. 2010. Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers. *Journal of Marketing, 74*, 1-17.

Patterson, K., 1997. Delighted clients are loyal clients. *Rough Notes, 140 (3), 221–234.*

Patterson, P., Yu, T., & de Ruyter, K. 2006.*Understanding customer engagement in services.* Paper presented at the ANZMAC 2006: Advancing theory, maintaining relevance, Brisbane, Queensland.

Pimentel, R. W., & Reynolds, K. E. 2004. A Model for Consumer Devotion: Affective Commitment with Proactive Sustaining Behaviors. Academy of Marketing Science Review, 5, 1-45.

Plutchik, Robert 1980.Emotions: A Psycho Evolutionary Synthesis. New York: Harper & Row.

Rajah E., Marshall R., Nam, I. 2008. Relationship Glue: Customers and Marketers Co-Creating a Purchase Experience. Advances in Consumer Research, 35, 367-373.

Rehman, A., Zia-ur-Rehman, M., & Akhtar, D. W. 2012. Factors affecting Brand Loyalty: a perspective of fast food restaurants.

Reisenzein, R., & Studtmann, M. 2007. On the expression and experience of surprise: No evidence for facial feedback, but evidence for a reverse self-inference effect. Emotion 7(3), 612–627.

Rust, R. 1996. *Services marketing*. New York, NY: Harper Collins.

Schümmer, B. 2007.*Cognitive and affective antecedents of and behavioral intentions connected to delight, satisfaction, dissatisfaction, and outrage in the Dutch academic education market*. Unpublished doctoral dissertation, University Maastricht. Retrieved from http://arno.unimaas.nl/show.cgi?fid=12210.

Schützwohl, A. 1998.Surprise and schema strength. Journal *of Experimental Psychology, Learning, Memory and Cognition, 24*(5), 1182-1199.

So, K. K., King, C., & Sparks, B. 2012. Customer Engagement With Tourism Brands: Scale Development and Validation. *Journal of Hospitality & Tourism Research, 20* (10), 1-26.

Sprott, D., Sandor C., & Spangenberg 2009. The Importance of a General Measure of Brand Engagement on Market Behavior:

Development and Validation of a Scale. *Journal of Marketing Research, 46* (1), 92-104.

Thomson, M. & Johnson, A.R. 2006. Marketplace and personal space: investigating the differential effects of attachment style across relationship contexts. *Psychology and Marketing, 23*(8), 711-26.

Thomson, M., MacInnis, D. J., & Park, C. W. 2005. The Ties That Bind: Measuring the Strength of Consumers' Emotional Attachments to Brands. *Journal of Consumer Psychology, 15* (1), 77-91.

Torres , E. N., & Kline, S. 2006. From satisfaction to delight: a model for the hotel industry. *International Journal of Contemporary Hospitality Management, 18* (4), 290-301.

Torres, E. N., Fu, X., & Lehto, X. 2014. Examining key drivers of customer delight in a hotel experience: A cross-cultural perspective. *International Journal of Hospitality Management, 36*, 255-262.

Vanhamme, J., & Snelders, D. 2001. The role of surprise in satisfaction judgments. *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behavior, 14*, 27-45.

Vanhamme, J.,& Snelders, D. 2003. What if you surprise your customer? Will they be more satisfied? Findings from a pilot experiment. *Advances in Consumer Research, 30,* 48-55.

Vivek, S. D. 2009. *A scale of consumer engagement* (Unpublished doctoral dissertation).University of Alabama, Tuscaloosa.

Westbrook, R. A. 1987. Product/Consumption Based Affective Responses and Post purchase Processes. *Journal of Marketing Research, 24,* 258-70.

Westbrook, R. A., & Oliver, R L. 1991. The dimensionality of consumption emotion patterns and consumer satisfaction.*Journal of Consumer Research, 18* (1), 84-91.

Whittlesea, B. W. A., & Williams, L. D. 2001. The discrepancy-attribution hypothesis:II.expectation, uncertainty, surprise, and feelings of familiarity. *Journal of Experimental Psychology: Learning, Memory, and Cognition 27*(1), 14-33.