

How to keep up with customer?

Mohamad Rozaimi Mokhtar¹ & Mohd Farid Shamsudin

Universiti Kuala Lumpur

rozaimi.mokhtar@s.unikl.edu.my; mfarid@unikl.edu.my

Abstract: *Customer satisfaction is an important outcome for a business organization. This paper will discuss how a good customer service will support economic value of the business organizations. Customer plays several roles toward the organization which firstly is customers drive revenues of the business. It is because without customer, businesses have nothing to offer in which they got nothing in return for their business to remain survive in the market. This paper also discusses the way to achieve customer satisfaction and how the bad customer service will affect the business performance. Overall, relationship between organization and customer satisfaction lead to sustainability and sustain in the market.*

Keywords: *Customer satisfaction, customer loyalty, business organization*



1. Introduction

Customer can be defined as a person who made purchases of goods or services from a business (Grönroos, 1996). As commonly being honor by businesses often the adage of “the customer is always right” because happy customers are more likely to repeat purchases from the business which satisfy their expectation or needs (Viio & Grönroos, 2016). As the result, most of the companies are closely monitor their customer relationship as to gain their trusts towards the services or business that being offered (Sallaudin Hassan & Shamsudin, 2019; M. F. Shamsudin, Razak, & Salem, 2018).

Customer plays several roles toward the organization which firstly is customers drive revenues of the business (M. F. Shamsudin, Nurana, Aesya, & Nabi, 2018; M. F. Shamsudin, Shabi, & Salem, 2018). It is because without them. businesses have nothing to offer in which they got nothing in return for the business to remain survive in the market. Customer is the key behind a successful business or even the businesses that not well perform in the market (Muhammad, Farid Shamsudin, & Hadi, 2016; Mohd Farid Shamsudin & Razali, 2015). For instance, Starbucks is selling their coffee in which they do have their regular customer who always buy their coffee and if those people do no longer get their coffee from them, it might probably affect the business performance (Aminuddin, Don, & Shamsudin, 2020).

Next, customer act as people who are responsible towards a growth of a businesses or company or in other words customer is also contributed toward the development of the company in which through feedbacks and comments that being derived (Razak & Shamsudin, 2019; M. Shamsudin et al., 2015). For example, Foodpanda will send email towards their customer to rate their services. This method will contribute to the company to get to know what dissatisfaction that being faced by customers and needed to be improve in future to exceed customer’s expectation (M. F. M. F. Shamsudin, Esa, & Ali, 2019).

Last but not least, the role of customer as corporate expansion. This involve the internal customer in the company itself (Salem, Shawtari, Shamsudin, & Hussain, 2016). Businesses engage in these ideas to gain market share and capable to compete with others. Expansion plans include mergers, acquisitions and joint ventures. Before joining forces with another company,

¹ Corresponding author: rozaimi.mokhtar@s.unikl.edu.my

top leadership often makes sure both firms have similar strategic interests, especially when it comes to branding and communication campaigns (M.F. Shamsudin, Razak, & Salem, 2018). Therefore, the business or company will successful growing and relevant to compete with other competitors.

2. Customer satisfaction

Customer satisfaction is explained as a measurement which indicates the happiness of the customer towards the services, products or capabilities that being served by the organization (Hamzah & Shamsudin, 2020). This can be perceived or get through surveys and ratings at the premise or through online medium. This could help the company to improve and aware on what should they priorities to modify in which to meet the customer expectations and needs. It is a must for an organization to satisfy their customers and take customer feedbacks seriously in order to be better for the customer (Ahmad, Ismail, Shamsudin, & Kadir, 2016).

Customer satisfaction can be defined as the meter that shows the rating of the happiness of customers toward services or products that received from the company. There is several importance of the customer satisfaction towards the organization (Aminuddin et al., 2020). The first importance of the customer satisfaction is where it acts as an indicator of consumer repurchase and build loyalty of the customer (Affendy Abu Hassim, Asmat-Nizam, & Mohd Farid Shamsudin, 2016; M. F. ;Selina S. D. Shamsudin, 2016). This can be done through ask the customer to give scale on the services that being served and that will be defined or shows that whether they prefer to have the service in future again or not. Commonly the scale will be in between 1 to 10. Those scales above 7 it will show that the customer was satisfied with the services and most probably might repeat again. If the scale given was 9 or 10, it shows that customer was very satisfy and have potential to become the regular customer in future due to great services that they get from the company (Salem et al., 2016; M.F. Shamsudin, Razak, et al., 2018).

Next importance of customer satisfaction toward the organization because it is cheaper to retain customers than acquire new one (Hasim, Shamsudin, Ali, & Shabi, 2018; S. Hassan, Shamsudin, & Mustapha, 2019). According to data analysis, it shows that whereas to attract new customers is costly rather than retain the existing one. This involved the marketing team in which if they want to attract new customer, they need extra costs in order to achieve their objectives by attention of prospects, nurturing them into leads, or attract with sales and promotion for new customer (M.F. Shamsudin, Ali, Ali, & Shabi, 2019).

Lastly, customer satisfaction is important as it is a point of differentiation between the competitive. This will create healthy competition between businesses who offer similar things because customer will decide based on their experience of using the particular services or products (M. F. Shamsudin, Razak, et al., 2018; M. F. Shamsudin, Shabi, et al., 2018). As in today era, we could see the growth of cosmetics products in our local markets which create healthy competition between each other to win customers heart with producing good products and give great services experience toward customer not only for short term period but also in a long-term period (Kadir, Shamsudin, Nurul, & Mohd, 2020).

In short, customer satisfaction is important to the organization in which to grow and improve as in order to compete with their competitors as well as to remain relevant in the market.

2.1. How do we achieve customer satisfaction?

There are so many ways to achieve customer satisfaction. Firstly, we should treat customer as if they are a VIP. We should give every customer the same excellent treatment as you would like to receive yourself (M. Shamsudin et al., 2015). We should put ourselves into customer's shoes and ask ourselves on what we aspect from the customer service (Sallaudin Hassan &

Shamsudin, 2019). There are a few approaches that we can use while treating or dealing with customers. For the example, start the conversation with greeting and end up the conversation with thank you. Customer will feel appreciated and respectful if we greet them nicely. Furthermore, we should make a real effort to help our customers and assist them in every way you can. The most important thing, we should keep our promises and integrity (Parasuraman, Zeithaml, & Berry, 1994). If we make a promise that we will contact them to let them know when an item is back in stock, we should be sure that we do. Every so often, most of the businesses forget or fail to get back to their customers, who might very well find another supplier in the meantime.

Secondly, we should keep measuring customer satisfaction. We should get feedback from customers about our service provided so that we can know either customer satisfies with our service or not because most of unhappy customers will never come back to our business if their satisfaction level is low (Borishade et al., 2018; Davras & Caber, 2019; Rita, Oliveira, & Farisa, 2019). We can measure the customer satisfaction through online survey, interview and others. If we work as a front liner or teller, we might get the feedback from customers through customer satisfaction rating system whereby customer just has to click on screen to give feedback.

Thirdly, hear and listen our customer needs. We should know our customer needs in order to provide a good service (W. H. Kim, Cho, & Kim, 2019; Liu et al., 2019; Zhang, Zhang, & Zhang, 2019). Customer is our target market and we have to make sure our product and service can be accepted by customer. For the example, when Honda want to produce new car, they will come out with prototype and will disclose to the public to get the customer feedback. Then Honda will modify that prototype and produce the new car according to customer feedback. This is how car producer fulfil their customer needs (Hirata, 2019).

Fourthly, we should be responsive. Response time is crucial in many industries. We should try to solve the problem faced by customer as fast as we can and if we cannot solve the problem on the spot, we should tell customer nicely and make sure they understand our condition (Li Sa, Choon-Yin, Chai, & Aik Joo, 2019; Miao & Wang, 2016; Zang, Liu, Zheng, & Chen, 2020). We cannot leave our customer without any solution or feedback from us because it will create negative perception of our company. Customer will spread the bad service about our company to the public and it will scratch our company image (M. Shamsudin et al., 2015).

Fifthly, we should be a human, not a machine. As a human, we should treat our customer with expression. We need to show that we are happy to deal with our customer (Dabrowski, Brzozowska-Woś, Gołąb-Andrzejak, & Firgolska, 2019). Always show our smile while dealing with customers. If customer share their problem or feelings, we should give a good response and show that we understand about their condition even though it is not related with our business or service because we want the customer to get close with us. It is easy to find a new customer but it is a bit difficult to find a loyal customer (Gligor, Gligor, & Maloni, 2019; Javalgi, Hall, & Cavusgil, 2014).

Sixthly, we should build our brand awareness. Nowadays, social media is the best medium to contact with our customers. We might use the social media to get engage with them by share any tips, article, service updates, and special offer. This way can keep our customer satisfied, happy and most of all loyal (Kadic-Maglajlic, Micevski, Arslanagic-Kalajdzic, & Lee, 2017; Smirnova, Rebiagina, & Frösén, 2018).

Seventhly, management has to make sure our business is well organized. The quality and efficiency are the most important things in a business. To make our customers fully satisfied, each and every part of our company should collaborate each other. Customers will feel happy and satisfy if they see that our service is very efficient (M. F.; Selina S. D.

Shamsudin, 2016). For the example, when customer make an order through online, we should update the progress of the items to the customers. We should keep our customers updated so that they will feel appreciated.

2.2. The important of customer satisfaction?

Customer satisfaction is important because it provides marketers and business owners with a metric that can use to manage and improve their businesses.

2.2.1. It is a leading indicator of consumer repurchase intentions and loyalty

Customer satisfaction is the best indicator of how likely a customer will make a purchase in the future. Asking the customers to rate their satisfaction on a scale of 1-10 is a good way to see if they will become repeat customers or even advocates. Any customers that give us a rating of seven and above, can be considered satisfied, and we can safely expect them to come back and make repeat purchases. Customers who give us rating of nine to ten are our potential customer advocates who we can leverage to become evangelists for our company (Ahmad et al., 2016). Scores of 6 and below are warning signs that a customer is unhappy and at risk of leaving. These customers need to be put on a customer watch list and followed up so you can determine why their satisfaction is low (Aminuddin et al., 2020).

2.2.2. It is a point of differentiation

In a competitive marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator. Businesses who succeed in these cut-throat environments are the ones that make customer satisfaction a key element of their business strategy (Annisa, Arif, Shabi, & Shamsudin, 2018).

If there are several businesses that offer the exact same product, customer satisfaction will be the differentiator between the businesses. Therefore, the company who can satisfy their customers would be able to attract more customers to buy their products or services. Companies who offer amazing customer experiences create environments where satisfaction is high and customer advocates are plenty (Ali, Affendy, & Shamsudin, 2016).

2.2.3. It increases customer lifetime value

Satisfaction plays a significant role in how much revenue a customer generates for your business. Successful businesses understand the importance of customer lifetime value (CLV). If we increase CLV, we increase the returns on your marketing dollar. Customer lifetime value is a beneficiary of high customer satisfaction and good customer retention (Amin et al., 2019; Hahm, Chu, & Yoon, 1997; Mahendrawathi, Astuti, & Nastiti, 2015).

2.2.4. It reduces negative word of mouth

Customer satisfaction is really important in reducing negative word of mouth among the customers. Negative word of mouth that spread by unhappy customer will scratch the image of the company. It also will affect the other customer decision and they might have attention to move to another company that offer the same product and services (L. K. Chen & Yang, 2015; K. Kim, Jun, & Lee, 2014; Segarra-Moliner & Moliner-Tena, 2016).

Customer satisfaction is tightly linked to revenue and repeat purchases. What often gets forgotten is how customer satisfaction negatively impacts the business (Amin et al., 2019). It is one thing to lose a customer because they were unhappy. It is another thing completely to lose 10 customers because of some bad word of mouth.

To eliminate bad word of mouth we need to measure customer satisfaction on an ongoing basis. Tracking changes in satisfaction will help us identify if customers are actually happy with our product or services (Yang, Xu, Yang, & Chen, 2018).

2.2.5. It is cheaper to retain customers than acquire new ones

This is probably the most publicized customer satisfaction out there. It costs six to seven times more to acquire new customers than it does to retain existing customers (M. F. Shamsudin, Shabi, et al., 2018). Customers cost a lot of money to acquire. We and our marketing team spend thousands of Ringgit getting the attention of prospects, nurturing them into leads and closing them into sales.

Most of the unhappy do not complain but most of them just leave and never come back. Therefore, customer satisfaction is really important to retain the existing customer (M. F. Shamsudin, Razak, et al., 2018). We should satisfy them by produce the good service treatment in term of quality, efficiency, and politeness.

Customer satisfaction plays an important role within your business. Not only is it the leading indicator to measure customer loyalty, identify unhappy customers. Reduce churn and increase revenue, it also a key point of differentiation that helps us to attract new customers in competitive business environment (Sallaudin Hassan & Shamsudin, 2019).

2.2.6. Market sustainable

Sustainable in very subjective and all the company in the world want to sustain in the market. One of the way to sustain in market is customer service. A good customer service may create loyalty among the customer towards our products and services (A. C. H. Chen, Chen, & Ma, 2016; Huang, 2017; Legendre, Cartier, & Warnick, 2019). As long as we have many loyal customers, our business will sustain in the market. Therefore, we need to make sure our existing customer will loyal to our products and services.

2.3. What happen if customer dissatisfied?

The number-one emotion that creates a positive customer experience is the satisfaction and this will lead to brand loyalty which long-term benefits to the organization or company. Therefore, customer must be the priority to deal with by acknowledge customers' needs and expectations in order to come out with plan (I. Khan, Rahman, & Fatma, 2016). There are several impacts to the organization if customer were dissatisfied with the services or products that they received or purchased.

Firstly, when they feel dissatisfied with the products of this particular company, of course they will find other brands that sells better products or after sales services. This means that dissatisfaction of customer will decrease the brand loyalty (Mohd Farid Shamsudin & Razali, 2015). Customer have right to find other initiatives that give them satisfaction and reached their expectations as their return after spending their money. Poor services also will definitely affect the brand loyalty in which customer no longer trust or interested towards the brand and start searching for other options that might worth their spending. Therefore, organization must take customer seriously and provide whatever that have been promised or offered in order to please the customer in order to make sure satisfaction of the customer are high (M. F. M. F. Shamsudin et al., 2019).

Secondly, if customer dissatisfied with the particular organization or company, this will give impacts toward the reputation of the company or organization itself. This is because customer who dissatisfied will share to others what makes them dissatisfied with the services or products which might influence others to get to other options (Razak & Shamsudin, 2019). Therefore, the business performance will drop due to customer satisfaction not being fulfilled

and carefully concern about it. Customer can give their honest opinions toward the services or products that they paid for and if they feel dissatisfied, they will feel anger, contempt, loathing and hatred against the businesses. This can be happened through negative online reviews or social media which everyone can easily access before they get the services or products from particular organization (Sallaudin Hassan & Shamsudin, 2019).

2.4. How to improve customer satisfaction?

As customer satisfaction must be priorities by an organization or company, there several ideas and initiatives that can be practice or apply in order to improve customer satisfaction. The first initiative that can be taken is by make sure the company culture is alive (M. F. Shamsudin, Razak, et al., 2018). This is because to increase customer satisfaction, it must start from the ground up which from company culture and how it works on daily basis. According to Simon Sinek, he once told that successful companies are those who have magic ingredients with putting the bigger purpose first. The purpose-driven approaches will increase customer satisfaction through the interaction between the employees and also customers. For example, the organization give the best training to develop good communication skills and values among their staffs so that will satisfy customer (Eberle, Milan, & Dorion, 2016; Kant & Jaiswal, 2017; Yilmaz, Ari, & Gürbüz, 2018).

Second ideas that can be applied to improve customer satisfaction is through set clear expectations and follow them accordingly. This usually being apply in those organization that offer services such as banks who deals with customers regularly. The method will help to save the customer service from troubles and ensuring time consistent of high-quality customer service which that meets most customer's expectations (Hasim et al., 2018; S. Hassan et al., 2019; M.F. Shamsudin et al., 2019). The important key here is that by exceeding customer expectations it will create customer's loyalty than simple fulfilled their needs. Therefore, it a must to ensure that customers know what to expect along their customer journey.

Thirdly is that lower the customer's effort in order to improve customer satisfaction. This is where when reducing customers' effort to reaching the organization in order to solve a problem, customer satisfaction will rise. For instance, the modern live chat tools that provided by most company today, this will help customer to immediately connects to customer toward their appropriate representatives (Salem et al., 2016). As the results, any problem arises have possibility to be settle in just a short period of time. The implementation of holistic live chat software will allow you to chat with customers on the website thus allow for integration with instant messenger application such as WhatsApp and Telegram.

Forth initiatives to improve customer satisfaction is through boost employee satisfaction in the first place. This is because customers are likely to mirror the mood of the staffs. There is a finding that underline that employee satisfaction is actually higher intertwined with customer satisfaction (Mohd Farid Shamsudin & Razali, 2015). Both customers and employees seek to feel respected and valued to the organization. As to ensure that the employees are happy, the organization must take responsible to hear what the employees needs at workplace so that they will feel motivated and excited to do work.

Last but not least, solving the problems before they arise can be one of the ideas in order to improve customer satisfaction toward the organization. A good company who provides services commonly must have set possible expectation on the customer needs in the first place. It must work two ways which mean not only just waiting for customer's expectation but must well prepared themselves in order to satisfy customers (Hirata, 2019; Liu et al., 2019; Zhang et al., 2019). For instance, a service agent who needs to approach the interactions toward customer similarly. Once the representative is assisting customer, he has the opportunity to provide details and guidance to the customer with self-help resources. This will dramatically lower the

resolution of time in which avoid from customer reaching for second and third time to ask for help on the same problems (Gerdt, Wagner, & Schewe, 2019).

3. Customer loyalty

When the customer repeating the services or purchased the products from the same company consistently which shows positive emotional experience, perceived value of an experience of the products or services it is known as customer loyalty. There are several ways to achieve customer loyalty (M. F. Shamsudin, Razak, et al., 2018). First way is by discover what is important to your customers. Identify customers' needs and always put yourself in the customer's shoes in order to know what should be emphasize more and value the most to customer. In order to compete with others, the organization must be creative and unique in order to exceed customer's expectation. For example, the usage of technology such email on customer service line are more preferable for nowadays generations.

Secondly, in order to achieve customer loyalty is through earning and keep their trust. It is the foundation of a good relationship to begin. The easiest way to build the trust is with give whatever that being promised or agreed and easy to be understand by them. Professionalism will also help to gain trust among customer because they feel secure and trust to the services or products offered (M. F. Shamsudin, Nurana, et al., 2018). Thus, a good communication could manage the expectations of the customer in which they feel comfortable with.

Thirdly, to perceived customer loyalty is through offer incentives to attract and create customer attention. As one human nature is love perks. Offering discounts, special sales or complimentary gifts could help to catch customer's heart. Therefore, creativity take place from the marketing team in which to form a memorable connection between customer and the company (Amin et al., 2019; D. J. Lee & Ahn, 2007; Lommerud & Sjørgard, 2003). People loves something different and rare, that's why marketing team must always think out of the box in order to exceed or hit above the customer expectations which bring unique experience that will help deepen relationships with customers. The key of customer loyalty would be through creating strong personal relationship with customer such as introducing Member Price offers so that customer feels appreciated and worth to use the services or products in the long term.

3.1. Type of customer loyalty?

Customer loyalty can be known as when the customers are constantly and consistently from a particular company. This usually based on the customer's needs, preferences and experiences with the company. There are few types of customer loyalty which firstly is product (S. Hassan et al., 2019). This is where the customer loyalty builds because of features or good quality of the product. For example, those cosmetics products which needed customer to consume for several periods in order to see the results of using the products, therefore it will definitely create customer loyalty because the being required to use it in a long period of time. If the product doesn't achieve customer expectation, of course they will go to other brand that might give better results (A. C. H. Chen et al., 2016; Huang, 2017; Merrilees & Miller, 2019).

Secondly, the type of customer loyalty is services. It usually involved subscription-based services that often bring benefit that represent monthly revenue streams to the company such as Netflix and ASTRO. When they subscribe it monthly, it shows the customer loyalty toward the company for the particular period. In order to maintain current subscribers, they need to provide good services and always hear to customer's feedbacks.

Thirdly, the type of customer loyalty is brand. This may result from the reputation and customer experience from the particular brand. Customers seems to be loyal to the products offered by a brand only or some are subset from different brands (N. J. Khan, Razzaque, &

Hazrul, 2017; Trudeau H & Shobeiri, 2016). For instance, some might prefer to use moisturizers from this brand A but still prefer to use face washer from brand C as skincare products being purchased.

Next is distribution. A customer might be loyal to a particular location because might be convenient for them. For instance, a customer who being loyal to a stall that selling meals for lunch because it is near to his office which easy for him to get his lunch without need him to drive or walk too far. If the place is near, the customer may be unlikely to find another place. Likewise, brand or product loyalty may end if products are not accessible for them to get (Valentini, Romenti, Murtarelli, & Pizzetti, 2018).

Lastly type of customer loyalty is price itself. Customer will be remained to be loyal to a brand because they offer the best price on the same items or products that being sold. For example, like Starbucks who sells coffee with quite expensive prices, but some prefer to get coffee from normal café and have them every day because more affordable for them to have always. Such a customer would switch to other brand or place if the prices rise up.

3.2. Why customer loyalty is important?

Customer loyalty is important firstly is because customer acquisition and retention. This is where those customers will stick to your business and buy more products or having more services because they satisfied with what they get, and they feel worth of their money (Naeem, 2019). Not only that, loyal customers will be going to share about your business to others which helps to generate and promote the business indirectly. Customer retention should be highest priority to look at for. This can be achieved only if the business concerns on creating and developed customer loyalty. It is not an option, but it is a need.

Second important of customer loyalty is that as to received honest and quality feedback to the company or organization (Valentini et al., 2018). Customer will give their feedbacks on what they have been received and those will help to improve the company on the lacking parts or issue arises.

Thirdly, the important of customer loyalty is to stand tall among competitors. As in today's competitive market, it is really hard to differentiate products from other competitors. Here, customer loyalty could help a lot with their loyalty toward the brand which affected the buying decision of customers (Maheshwari, Seth, & Gupta, 2018). This we could see a well-known brand in the world named Apple.Inc who have hundred thousand of their loyal customers around the world who will support their new products every time being launch. It really helps Apple to standout in this crowded marketplace.

Lastly, important of customer loyalty is to improve brand image. A positive image will help business to attract new customers, reduce marketing cost and acquire new investors. Customer loyalty and brand image are interdependent between each other. Customer loyalty do helps business to improve brand image, but strong brand image helps business to glue customers for long term period (Chakraborty, 2019; J. E. Lee, Goh, & Mohd Noor, 2019). It is the reflection of customers' mind in which as the brand has gained trust of loyal customer, they are more likely to share positive experience then new customers.

References:

- Affendy Abu Hassim, Asmat-Nizam, & Mohd Farid Shamsudin. (2016). SEM Analysis of Environment Moderation on Market Orientation and Performance . *Asia Pacific Journal of Social Science Research*, 1(1), 1–6. <https://doi.org/10.5281/zenodo.2528942>
- Ahmad, H., Ismail, Y. B., Shamsudin, B., & Kadir, B. Bin. (2016). Review of Customer Adoption on Mobile Payment. *Journal of Postgraduate Current Business Research*, 1(2), 1–6.

- Ali, A., Affendy, A. ., & Shamsudin, M. F. (2016). Exploring Factors Attracting Purchase Intention of Imported Automobile Among Consumers ' in Malaysia. *Asia Pacific Journal of Social Science Research*, 7(1), 1–8.
- Amin, A., Al-Obeidat, F., Shah, B., Adnan, A., Loo, J., & Anwar, S. (2019). Customer churn prediction in telecommunication industry using data certainty. *Journal of Business Research*, 94(February 2018), 290–301. <https://doi.org/10.1016/j.jbusres.2018.03.003>
- Aminuddin, M., Don, M., & Shamsudin, M. F. (2020). DOES CUSTOMER SATISFACTION MATTERS ? *Journal of Undergraduate Social Science and Technology*, 2(1).
- Annisa, N., Arif, M., Shabi, K. S., & Shamsudin, M. F. (2018). *A Case Study of the Important of Good Organization Structure and Power of Decision Making*. (December).
- Borishade, T., Kehinde, O., Iyiola, O., Olokundun, M., Ibidunni, A., Dirisu, J., & Omotoyinbo, C. (2018). Dataset on customer experience and satisfaction in healthcare sector of Nigeria. *Data in Brief*, 20, 1850–1853. <https://doi.org/10.1016/j.dib.2018.06.070>
- Chakraborty, U. (2019). The impact of source credible online reviews on purchase intention: The mediating roles of brand equity dimensions. *Journal of Research in Interactive Marketing*, 13(2), 142–161. <https://doi.org/10.1108/JRIM-06-2018-0080>
- Chen, A. C. H., Chen, S. K., & Ma, C. L. (2016). Brand experience and customer equity prediction. *Advances in Business and Management Forecasting*, 11, 19–38. <https://doi.org/10.1108/S1477-407020160000011003>
- Chen, L. K., & Yang, W. N. (2015). Perceived service quality discrepancies between telecommunication service provider and customer. *Computer Standards and Interfaces*, 41, 85–97. <https://doi.org/10.1016/j.csi.2015.02.012>
- Dabrowski, D., Brzozowska-Woś, M., Gołąb-Andrzejak, E., & Firgolska, A. (2019). Market orientation and hotel performance: The mediating effect of creative marketing programs. *Journal of Hospitality and Tourism Management*, 41(November), 175–183. <https://doi.org/10.1016/j.jhtm.2019.10.006>
- Davras, Ö., & Caber, M. (2019). Analysis of hotel services by their symmetric and asymmetric effects on overall customer satisfaction: A comparison of market segments. *International Journal of Hospitality Management*, 81(May 2018), 83–93. <https://doi.org/10.1016/j.ijhm.2019.03.003>
- Eberle, L., Milan, G. S., & Dorion, E. (2016). Service quality dimensions and customer satisfaction in a Brazilian university context. *Benchmarking*, 23(7), 1697–1716. <https://doi.org/10.1108/BIJ-09-2014-0089>
- Gerdt, S. O., Wagner, E., & Schewe, G. (2019). The relationship between sustainability and customer satisfaction in hospitality: An explorative investigation using eWOM as a data source. *Tourism Management*, 74(December 2018), 155–172. <https://doi.org/10.1016/j.tourman.2019.02.010>
- Gligor, D., Gligor, N., & Maloni, M. (2019). The impact of the supplier's market orientation on the customer market orientation-performance relationship. *International Journal of Production Economics*, 216(January), 81–93. <https://doi.org/10.1016/j.ijpe.2019.04.022>
- Grönroos, C. (1996). Relationship Marketing Logic. *Asia-Australia Marketing Journal*, 4(1), 7–18. [https://doi.org/10.1016/s1320-1646\(96\)70264-2](https://doi.org/10.1016/s1320-1646(96)70264-2)
- Hahm, J., Chu, W., & Yoon, J. W. (1997). A strategic approach to customer satisfaction in the telecommunication service market. *Computers and Industrial Engineering*, 33(3–4), 825–828. [https://doi.org/10.1016/s0360-8352\(97\)00258-1](https://doi.org/10.1016/s0360-8352(97)00258-1)
- Hamzah, A. A., & Shamsudin, M. F. (2020). Reciprocity Theory : Application In Marketing In Increasing Market Share and Growth Toward Customer Satisfaction and Customer Loyalty. *Journal of Undergraduate Social Science and Technology*, 5(1).
- Hasim, M. A., Shamsudin, M. F., Ali, A. M., & Shabi, S. (2018). The relationship between

- sales promotions and online impulse buying in Malaysia | La relación entre las promociones de ventas y la compra por impulso en línea en Malasia. *Opcion*, 34(Special Is), 295–308.
- Hassan, S., Shamsudin, M. F., & Mustapha, I. (2019). The effect of service quality and corporate image on student satisfaction and loyalty in TVET higher learning institutes (HLIs). *Journal of Technical Education and Training*, 11(4), 77–85. <https://doi.org/10.30880/jtet.2019.11.04.009>
- Hassan, Sallaudin, & Shamsudin, M. F. M. F. (2019). Measuring the effect of service quality and corporate image on student satisfaction and loyalty in higher learning institutes of technical and vocational education and training. *International Journal of Engineering and Advanced Technology*, 8(5), 533–538. <https://doi.org/10.35940/ijeat.E1077.0585C19>
- Hirata, E. (2019). Service characteristics and customer satisfaction in the container liner shipping industry. *Asian Journal of Shipping and Logistics*, 35(1), 24–29. <https://doi.org/10.1016/j.ajsl.2019.03.004>
- Huang, C. C. (2017). The impacts of brand experiences on brand loyalty: mediators of brand love and trust. *Management Decision*, 55(5), 915–934. <https://doi.org/10.1108/MD-10-2015-0465>
- Javalgi, R. G., Hall, K. D., & Cavusgil, S. T. (2014). Corporate entrepreneurship, customer-oriented selling, absorptive capacity, and international sales performance in the international B2B setting: Conceptual framework and research propositions. *International Business Review*, 23(6), 1193–1202. <https://doi.org/10.1016/j.ibusrev.2014.04.003>
- Kadic-Magljalic, S., Micevski, M., Arslanagic-Kalajdzic, M., & Lee, N. (2017). Customer and selling orientations of retail salespeople and the sales manager's ability-to-perceive-emotions: A multi-level approach. *Journal of Business Research*, 80(June), 53–62. <https://doi.org/10.1016/j.jbusres.2017.06.023>
- Kadir, B., Shamsudin, M. F., Nurul, I., & Mohd, H. (2020). Relevance of Blank 's Customer Development Model in Selected Cases of Market-Oriented R & D Commercialization in Malaysia. *Test Engineering & Management*, (4256), 4256–4259.
- Kant, R., & Jaiswal, D. (2017). The impact of perceived service quality dimensions on customer satisfaction: An empirical study on public sector banks in India. *International Journal of Bank Marketing*, 35(3), 411–430. <https://doi.org/10.1108/IJBM-04-2016-0051>
- Khan, I., Rahman, Z., & Fatma, M. (2016). The concept of online corporate brand experience: an empirical assessment. *Marketing Intelligence and Planning*, 34(5), 711–730. <https://doi.org/10.1108/MIP-01-2016-0007>
- Khan, N. J., Razzaque, M. A., & Hazrul, N. M. (2017). Intention of and commitment towards purchasing luxury products: A study of Muslim consumers in Malaysia. *Journal of Islamic Marketing*, 8(3), 476–495. <https://doi.org/10.1108/JIMA-12-2015-0091>
- Kim, K., Jun, C. H., & Lee, J. (2014). Improved churn prediction in telecommunication industry by analyzing a large network. *Expert Systems with Applications*, 41(15), 6575–6584. <https://doi.org/10.1016/j.eswa.2014.05.014>
- Kim, W. H., Cho, J. L., & Kim, K. S. (2019). The relationships of wine promotion, customer satisfaction, and behavioral intention: The moderating roles of customers' gender and age. *Journal of Hospitality and Tourism Management*, 39(October 2018), 212–218. <https://doi.org/10.1016/j.jhtm.2019.03.001>
- Lee, D. J., & Ahn, J. K. (2007). Factors affecting companies' telecommunication service selection strategy. *Omega*, 35(5), 486–493. <https://doi.org/10.1016/j.omega.2005.09.004>
- Lee, J. E., Goh, M. L., & Mohd Noor, M. N. Bin. (2019). Understanding purchase intention of university students towards skin care products. *PSU Research Review*, 3(3), 161–178. <https://doi.org/10.1108/prr-11-2018-0031>

- Legendre, T. S., Cartier, E. A., & Warnick, R. B. (2019). The impact of brand experience on the memory formation. *Marketing Intelligence and Planning*, 38(1), 15–31. <https://doi.org/10.1108/MIP-02-2019-0109>
- Li Sa, M. L., Choon-Yin, S., Chai, Y. K., & Aik Joo, J. H. (2019). Knowledge creation process, customer orientation and firm performance: Evidence from small hotels in Malaysia. *Asia Pacific Management Review*, (xxxx). <https://doi.org/10.1016/j.apmr.2019.07.002>
- Liu, Y., Song, Y., Sun, J., Sun, C., Liu, C., & Chen, X. (2019). Understanding the relationship between food experiential quality and customer dining satisfaction: A perspective on negative bias. *International Journal of Hospitality Management*, (September), 102381. <https://doi.org/10.1016/j.ijhm.2019.102381>
- Lommerud, K. E., & Sjørgard, L. (2003). Entry in telecommunication: Customer loyalty, price sensitivity and access prices. *Information Economics and Policy*, 15(1), 55–72. [https://doi.org/10.1016/S0167-6245\(02\)00086-0](https://doi.org/10.1016/S0167-6245(02)00086-0)
- Mahendrawathi, E. R., Astuti, H. M., & Nastiti, A. (2015). Analysis of Customer Fulfilment with Process Mining: A Case Study in a Telecommunication Company. *Procedia Computer Science*, 72, 588–596. <https://doi.org/10.1016/j.procs.2015.12.167>
- Maheshwari, P., Seth, N., & Gupta, A. K. (2018). An interpretive structural modeling approach to advertisement effectiveness in the Indian mobile phone industry. *Journal of Modelling in Management*, 13(1), 190–210. <https://doi.org/10.1108/JM2-04-2016-0040>
- Merrilees, B., & Miller, D. (2019). Companion shopping: the influence on mall brand experiences. *Marketing Intelligence and Planning*, 37(4), 465–478. <https://doi.org/10.1108/MIP-08-2018-0340>
- Miao, C. F., & Wang, G. (2016). The differential effects of functional vis-à-vis relational customer orientation on salesperson creativity. *Journal of Business Research*, 69(12), 6021–6030. <https://doi.org/10.1016/j.jbusres.2016.05.017>
- Muhammad, I., Farid Shamsudin, M., & Hadi, N. U. (2016). How Important Is Customer Satisfaction? Quantitative Evidence from Mobile Telecommunication Market. *International Journal of Business and Management*, 11(6), 57. <https://doi.org/10.5539/ijbm.v11n6p57>
- Naeem, M. (2019). Role of social networking platforms as tool for enhancing the service quality and purchase intention of customers in Islamic country. *Journal of Islamic Marketing*, 10(3), 811–826. <https://doi.org/10.1108/JIMA-11-2018-0214>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1994). Alternative scales for measuring service quality: A comparative assessment based on psychometric and diagnostic criteria. *Journal of Retailing*, 70(3), 201–230. [https://doi.org/10.1016/0022-4359\(94\)90033-7](https://doi.org/10.1016/0022-4359(94)90033-7)
- Razak, A. A. A. A., & Shamsudin, M. F. M. F. (2019). The influence of atmospheric experience on Theme Park Tourist's satisfaction and loyalty in Malaysia. *International Journal of Innovation, Creativity and Change*, 6(9), 10–20.
- Rita, P., Oliveira, T., & Farisa, A. (2019). The impact of e-service quality and customer satisfaction on customer behavior in online shopping. *Heliyon*, 5(10), e02690. <https://doi.org/10.1016/j.heliyon.2019.e02690>
- Salem, M. A., Shawtari, F. A., Shamsudin, M. F., & Hussain, H. I. (2016). The relation between stakeholders' integration and environmental competitiveness. *Social Responsibility Journal*, 12(4), 755–769. <https://doi.org/10.1108/SRJ-12-2015-0189>
- Segarra-Moliner, J. R., & Moliner-Tena, M. Á. (2016). Customer equity and CLV in Spanish telecommunication services. *Journal of Business Research*, 69(10), 4694–4705. <https://doi.org/10.1016/j.jbusres.2016.04.017>
- Shamsudin, M. F.; Selina S. D. (2016). Understanding Malaysian Consumer Online Purchase Intention: The Roles of Perceived Risk and Perceived Value. *Journal of Social Science*

Research, 1(1), 1–8.

- Shamsudin, M. F. M. F., Esa, S. A. S. A., & Ali, A. M. A. M. (2019). Determinants of customer loyalty towards the hotel industry in Malaysia. *International Journal of Innovation, Creativity and Change*, 6(9), 21–29.
- Shamsudin, M. F., Nurana, N., Aesya, A., & Nabi, M. A. (2018). Role of university reputation towards student choice to private universities. *Opcion*, 34(Special Issue 16), 285–294.
- Shamsudin, M. F., Razak, A. A., & Salem, M. A. (2018). The role of customer interactions towards customer satisfaction in theme parks experience. *Opcion*, 34(Special Issue 16), 546–558.
- Shamsudin, M. F., Shabi, K. S., & Salem, M. A. (2018). Role of perceived credibility towards intention to use of m-commerce. *Opcion*, 34(Special Issue 16), 276–284.
- Shamsudin, M., Mohd Noor, N., Abu Hassim, A., Hussain, H., Salem, M., & Hasim, M. (2015). Factors lead to customer loyalty in prepaid mobile services. *Caspian Journal of Applied Sciences Research*, 4(10).
- Shamsudin, M.F., Ali, A. M., Ali, A. M., & Shabi, K. S. (2019). Exploratory study of students' decision for enrolment at Universiti Kuala Lumpur business school campus. *Humanities and Social Sciences Reviews*, 7(2), 526–530. <https://doi.org/10.18510/hssr.2019.7262>
- Shamsudin, M.F., Razak, A. A., & Salem, M. A. (2018). The role of customer interactions towards customer satisfaction in theme parks experience | El papel de las interacciones del cliente hacia la satisfacción del cliente en la experiencia de los parques temáticos. *Opcion*, 34(Special Is), 546–558.
- Shamsudin, Mohd Farid, & Razali, N. A. M. (2015). Factors Influencing Customer Loyalty In Private Healthcare Services. *The International Journal of Social Sciences and Humanities Invention*, (October). <https://doi.org/10.18535/ijsshi/v2i10.03>
- Smirnova, M. M., Rebiazina, V. A., & Frösén, J. (2018). Customer orientation as a multidimensional construct: Evidence from the Russian markets. *Journal of Business Research*, 86(November 2017), 457–467. <https://doi.org/10.1016/j.jbusres.2017.10.040>
- Trudeau H, S., & Shobeiri, S. (2016). Does social currency matter in creation of enhanced brand experience? *Journal of Product and Brand Management*, 25(1), 98–114. <https://doi.org/10.1108/JPBM-09-2014-0717>
- Valentini, C., Romenti, S., Murtarelli, G., & Pizzetti, M. (2018). Digital visual engagement: influencing purchase intentions on Instagram. *Journal of Communication Management*, 22(4), 362–381. <https://doi.org/10.1108/JCOM-01-2018-0005>
- Viiro, P., & Grönroos, C. (2016). How buyer-seller relationship orientation affects adaptation of sales processes to the buying process. *Industrial Marketing Management*, 52, 37–46. <https://doi.org/10.1016/j.indmarman.2015.07.013>
- Yang, Y., Xu, D. L., Yang, J. B., & Chen, Y. W. (2018). An evidential reasoning-based decision support system for handling customer complaints in mobile telecommunications. *Knowledge-Based Systems*, 162, 202–210. <https://doi.org/10.1016/j.knosys.2018.09.029>
- Yilmaz, V., Ari, E., & Gürbüz, H. (2018). Investigating the relationship between service quality dimensions, customer satisfaction and loyalty in Turkish banking sector: An application of structural equation model. *International Journal of Bank Marketing*, 36(3), 423–440. <https://doi.org/10.1108/IJBM-02-2017-0037>
- Zang, Z., Liu, D., Zheng, Y., & Chen, C. (2020). How do the combinations of sales control systems influence sales performance? The mediating roles of distinct customer-oriented behaviors. *Industrial Marketing Management*, 84(August 2019), 287–297. <https://doi.org/10.1016/j.indmarman.2019.07.015>
- Zhang, J., Zhang, J., & Zhang, M. (2019). From free to paid: Customer expertise and customer satisfaction on knowledge payment platforms. *Decision Support Systems*, 127(March),

