CHAPTER - V

CUSTOMER ENGAGEMENT IN INDIA: A SEARCH FOR SUITABLE FRAMEWORK

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CHAPTER-V
CUSTOMER ENGAGEMENT IN INDIA: A SEARCH FOR SUITABLE FRAMEWORK

This chapter highlights existing CE Models; Identified factors linkage with the existing CE Models; Proposed Conceptual model of customer engagement and extended model of customer engagement suitable for Indian market scenario.

5.1 INTRODUCTION
Customer engagement in India is still at infant stage, whereas, the core concept was first conceptualized in psychology during 1990’s by Khan describing the behavior of engaged employees. Khan defined Engagement as the Simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work and to others personal presence (Physical, Cognitive and Emotional) and active, full performances. Since then, ample research studies were conducted in different spaces of the world on different topic and also on different aspect and dimension of Customer engagement. Some studies are the evidence of concentrating on the development of conceptual models of the same applicable in assigned area. Here is the lacuna derived in the Indian context. The consumption patterns of customers of a particular place/country more or less rely on the socio-economic, cultural, demographic as well as psychological factors.

As marketing leaders get on the engagement journey, they will discover that old habits are hard to break. To get their money’s worth for engagement, they will have to rethink their existing organizational structures, processes, strategies, agency interactions, and vendor relationships. Indian companies through crossword, quiz-of-the-day, contests, opinion poll, discussion groups, activity book, etc are taking their customers to their websites for variety of customer engagement purposes (Kumar, 2008). Service industries are at the fore front of institutionalizing web 2.0, for marketing through customer engagement because of their sensitivity to market slow down and high customer retention rates. The new platform has helped Indian companies in getting a competitive advantage but very few are able to implement the comprehensive model and engage customers accurately. Customer engagement (CE) can give exceptional business if marketers make themselves ready to face
the transformation of marketing landscape to design and implement new marketing skills & strategies, redefining products, services and creative customer dialogue.

Based on the extensive literature and research work survey of the existing studies relevant to the present study some important models relating to the concept of customer engagement were identified and included in the present study which were cited below-

5.2 EXISTING MODELS OF CUSTOMER ENGAGEMENT


b. Engagement’s Four i’s Align With People’s Buying Processes (Forrester Research, Inc., 2008)

c. Customer Engagement Model, Activities of 4i’s (Singh et al., 2010)

d. Conceptual Model of Customer Engagement Behavior (Van Doom, 2010)

e. Conceptual model on customer engagement (Verhoef et al., 2010)

f. Model of consumer engagement process in a vital brand community (Roderick et al., 2011)

g. Conceptual model on customer brand engagement (Hollebeek, 2010b).

h. Conceptual Model of consumer engagement and involvement concepts across wine outlets (Hollebeek, 2010a).

i. Conceptual Framework of Consumer Engagement (Vivek, 2009)

The models incorporated and enlisted above were emerged from extensive review of different literature and studies related to the concept of engagement. The context and dimension of all the identified models are found different and were framed for different perspective. The rigorous extensive literature survey confirmed none existence of customer engagement model for fast moving consumer goods companies (FMCGs) especially for Indian market perspective. Nonetheless Indian consumers are unique with its own social, psychographics, cultural values and norms and squeeze unique characteristics due to its unique set of values & norms in relation to other parts of the world. Hence the present study demands a model of customer engagement for fast moving consumer goods companies (FMCGs) suitable for Indian context. In an attempt to frame the customer engagement model it is felt necessary to highlight the factors constituting Parameters of customer engagement derived from factor analysis of all the key statements addressing all the parameters of customer engagement.

The identified factors constituting Parameters of customer engagement (CE) and their virtual key statements were highlighted in the table mentioned below. 

[157]
<table>
<thead>
<tr>
<th>Parameters of CE</th>
<th>Parameters of CE as reflected in CE Models</th>
<th>Factors Constituting Parameters of CE (Derived from factor analysis)</th>
<th>Elements Constituting Factors of CE Parameters (Identified and designed on the basis of Extensive Literature Review)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involvement</td>
<td></td>
<td>✧ Relevancy</td>
<td>The product is relevant to my needs. It will benefit me in long run.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✧ Embryonic motivational alliance</td>
<td>I pay a lot of attention to anything about the brand.</td>
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<td></td>
<td></td>
<td>✧ Brand information</td>
<td>I often enjoy spending my free time with the brand and its new products.</td>
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<td></td>
<td></td>
<td>✧ Customer friendly behaviour</td>
<td>I like participating in events that are related to product.</td>
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<td></td>
<td>Anything related to the brand grabs my attention.</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>Attachment</td>
<td></td>
<td>✧ Dearness &amp; bonding</td>
<td>This product is dear to me. I have a bond with this product.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>This product has a special meaning for me.</td>
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<td></td>
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<td></td>
<td>This product means a lot to me.</td>
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<td></td>
<td>I feel I have a bond with the brand.</td>
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<td></td>
<td>I feel this organization shares the goals of its customers.</td>
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<td></td>
<td></td>
<td></td>
<td>I feel a sense of belongingness with the brand.</td>
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<tr>
<td>Self-Brand</td>
<td></td>
<td>✧ Attitude</td>
<td>I feel emotionally connect to this product.</td>
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<tr>
<td>Connection</td>
<td></td>
<td></td>
<td>I feel proud to recommend the brand to others.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Anything related to the brand/products grabs my attention.</td>
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<tr>
<td>Socialization</td>
<td></td>
<td>✧ Brand belongingness</td>
<td>I feel convinced by other endorsement.</td>
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<td></td>
<td>I feel touched listening about the products by others.</td>
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<td></td>
<td></td>
<td></td>
<td>My love to brand continues to grow with me.</td>
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<td></td>
<td></td>
<td>I am proud of my brands.</td>
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<td></td>
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<td></td>
<td>I am passionate about the brand.</td>
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<td></td>
<td></td>
<td>✧ Self identity</td>
<td>This brand reflects who I am.</td>
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<td></td>
<td>I can identify with this brand.</td>
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<td></td>
<td></td>
<td>✧ Brand Personality</td>
<td>I use this brand to communicate who I am to other people.</td>
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<td>I think this brand help me become the type of person I want to be.</td>
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<td>I consider this brand to be “me” (it reflects who I consider myself to be or the way that I want</td>
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<td></td>
<td></td>
<td></td>
<td>to present myself to others)</td>
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<td></td>
<td></td>
<td>✧ Rapport</td>
<td>This brand suits me well.</td>
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<td>I feel a personal connection to this brand.</td>
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<tr>
<td>Social Group</td>
<td></td>
<td>✧ Social Group Interactions</td>
<td>I spend a lot of my discretionary time to share view with social group.</td>
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<tr>
<td>Interactions</td>
<td></td>
<td></td>
<td>The companies’ brand provides platform for customer interaction.</td>
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<td></td>
<td></td>
<td></td>
<td>I often visit company website and give feedback about the product.</td>
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<td></td>
<td>I notice information related to brand.</td>
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<td></td>
<td></td>
<td>I am involved with my friends as a community.</td>
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<td></td>
<td></td>
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<tr>
<td>Socialization</td>
<td></td>
<td>✧ Brand Co-creation</td>
<td>Recommend the brand to my friends &amp; other groups of people.</td>
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<td>I interact about brand with peer group.</td>
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<td>Spend more time with peer groups discussing about products/brand &amp; features and benefit of the product</td>
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<td>Post suggestions in the company’s blog for product development.</td>
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<td></td>
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<td></td>
<td>Discuss about the comments/criticism of the brand/product posted by different users in the blog with peer group</td>
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<td></td>
<td></td>
<td>✧ Collective consciousness</td>
<td>Build a sense of belongingness by creating community among the brand users.</td>
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<td></td>
<td>Build and sustain the group learning process through discussion with peer group.</td>
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<td></td>
<td>Formulate ideas through discussion and collaboration about the product with the peer group.</td>
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<td></td>
<td></td>
<td>✧ Accommodative response</td>
<td>I feel the companies/brand response to peer groups’ observation over the brand by incorporating observation into product improvement.</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Companies explicitly appreciate/reward views of consumers regarding brand/product over different media including social networking.</td>
</tr>
</tbody>
</table>

Source: Primary & Secondary
5.3 IDENTIFIED FACTORS OF CUSTOMER ENGAGEMENT (CE) IN THE FACTOR ANALYSIS OF THE PRESENT STUDY AND ITS LINKAGE WITH THE EXISTING CE MODELS

The linkage of the identified factors of Customer Engagement (CE) parameters with the existing Customer Engagement models has been done in order to find out the closeness and strength of the existing CE models to the Indian marketing scenario. The motive behind the linkage is to convenient framing of the conceptual model of customer engagement suitable for Indian context. Derived customer engagement factors and its mapping in to the existing CE model in this section comprise three step presentations which are-

- Sketch of the existing model, its linkage with the identified factors of customer engagement (CE) on the basis of factor analysis in the present study and elucidation of the sketched model.
- Express clearly as to why a particular factor was linked to a point or a factor in the existing model.
- Any factor which did not find a place in the existing model(s) are assumed to be a factor which is relevant and important in the Indian context but could not be addressed in the said model.

MODEL-I: A Conceptual Framework for the Process of Engagement as developed by Bowden (2009a) presented in the study tender the Process of Customer Engagement. In this model Bowden (2009a) expands on McEwen’s (2004) definition of engagement as relating to a combination of rational and emotional bonds, by investigating the mechanisms by which these bonds might potentially form for new versus repeat purchase customers of a specific service brand. The process of customer engagement, Bowden (2009a) outlined in Figure 5.1, proposed that individuals move through a sequential psychological process to become loyal to a service brand. It is argued that there are separate temporal pathways for first-time users of a service brand, compared to repeat users of a service brand. The model further proposed that customer engagement as a process includes:

- The formation of a state of calculative commitment for new customers which is considered to be a largely cognitive basis for purchase
- Increased levels of involvement concomitantly supported by increased levels of trust for repeat purchase customers, and
- The development of affective commitment toward the service brand which is considered to be a more emotive basis for purchase and which may ultimately eventuate in a state of enduring brand loyalty.
Thus, the model aims to elucidate the mechanisms by which an enduring state of loyalty may develop among new versus repeat purchase customers of a service brand. The term engagement is conceptualized in this paper as a psychological process that models the underlying mechanisms by which customer loyalty forms for new customers of a service brand as well as the mechanisms by which loyalty may be maintained for repeat purchase customers of a service brand.

**Exhibit-5.1: Factors of customer engagement and its linkage with the Conceptual framework for the process of engagement** (Bowden, 2009a).

This model of engagement has been developed in the context of the hospitality industry and, particularly, with reference to specific brands within the restaurant dining sector; however, the model proposed a generalized process of engagement and, therefore, is argued to have potential application to a range of other service categories and the specific service brands
within those categories. The study further states that although customers may have significant experience within a service category (i.e., the restaurant category), nonetheless, many customers will be experiencing a specific restaurant for the first time and these customers are therefore new customers to the brand. Similarly, many customers will also be returning to a specific restaurant as a repeat purchaser of that restaurant.

Identified Factors of CE parameters were related to the relevant point in the models under consideration. In the above model of Bowden (2009a) the factor relevancy and brand information are linked to the knowledge structure for the reason that knowledge about the product and its related informations are the base for determining the relevancy of any product for the customers. As trust over the band/products and its related informations are emergent cause for customers’ motivation towards the brand therefore the factor embryonic motivational alliance and brand information is linked to the trust. Nonetheless Dearness & bonding, Attitude and Brand belongingness are linked to loyalty in the model following the standard definitions of loyalty. Moreover, Self identity, Brand Personality and Rapport were linked to the customer delight as the linked factors are the consequential facts of loyal customers.

However Customer friendly behaviour as a factor of involvement could not find place in this model. The factors like social group interactions, brand co-creation, collective consciousness, and accommodative response is completely ignored in the model where all the factors belong to the parameter called socialization, a crucial and highly emphasized parameter of customer engagement. This model highlights customer engagement process as a mechanism for maintaining customer loyalty or repeat purchases. But customer engagement is the facet beyond the loyalty and the ultimate parameter ‘socialization’ is most potent & crucial part of it.

**MODEL-II:** A Conceptual model of customer brand engagement brings to the fore by Hollebeek, (2010b) in the study demystifying customer brand engagement: Exploring the loyalty nexus. This model of customer brand engagement shows consumer involvement as a customer brand-engagement antecedent which incorporates a behavioural aspect, in addition to cognitive and/or emotional facets and has a positive relationship to the customer brand engagement. Relationship quality represents a higher-order construct comprising the dimensions of trust, commitment, and customer satisfaction. The concepts of rapport, trust, commitment, and customer satisfaction are labeled as potential customer brand-engagement consequences for new and/or existing customers, while these may also represent engagement antecedents primarily for existing customers. Pre-established levels of satisfaction, trust, and

[161]
commitment with a focal brand, extant perceived relationship quality levels may act as antecedents to customer brand engagement, as indicated in the model by the reversely directed arrow between these constructs.

**Exhibit 5.2: Factors of Customer Engagement and Its Linkage with the Conceptual Model of Customer Brand Engagement (Hollebeek, 2010b)**

![Conceptual Model of Customer Brand Engagement (Hollebeek, 2010b)](image)

Source: Hollebeek (2010b)

The model further highlighted positive relationship between buyers’ perceived ‘relationship quality’ and their loyalty.

The linkage of identified customer engagement factors made in the model of Hollebeek (2010b) shows the connection of factors to the model. In the model relevancy is linked to cognitive unit of Customer Brand Engagement (CBE) or attitude for the reason that relevancy
expresses the customers awareness about the products or services meaningful to their need. This awareness is the cognitive dimension of our attitude towards a product(s) or offer (as shown by blue arrows). Moreover, brand information, self identity, brand personality and rapport are also linked to the same for the similar reason. In addition to this brand belongingness was mapped in to the attitudinal aspect of customer brand engagement (CBE). However it is linked via involvement as belongingness is the outcome of combined impact of cognitive & emotional components of CBE. Dearness & bonding appeared as related with customer loyalty which core component are liking & bonding of the brands and is linked in the light of standard definitions of loyalty. Nonetheless embryonic motivational alliance, attitude, social group interactions and collective consciousness are linked in to the emotional unit of CBE for the reason that feelings towards a brands or products instigate customers for emergent motivation, sentiments about their liking, sense of community and collectivism for the product or brand and their interactions in individual and group level as well. Further, Brand Co-Creation is linked to the behavioural unit of CBE. However, Customer friendly behaviour and accommodative response is the two identified factor that could not find place in this model. It highlights that co-creation model of brand loyalty and customer engagement is ignored in the present model. For the purpose of customer engagement in India at present demands such effort on part of the firms working on the customer engagement issue to make successful customer engagement in India as far as this model is concerned because these two leads to complete socialization stage of C E. Here it is important to highlight that socialization is derived as the most potent and crucial parameter of C E supported by other parameters of customer engagement.

**MODEL-III: **Another conceptual Model for the process of customer engagement by Bowden (2009b) in her study “customer engagement: a framework for assessing customer brand relationships: the case of the restaurant industry shows the process by which new and repeat customers become engaged with a restaurant service brand and proposes that the relational mediators of satisfaction, calculative commitment, affective commitment, trust and involvement each have important role in customer -brand engagement process. The model focus on satisfaction construct as a key indicator of service provider performance and once it is commence the transition process eventually produce true loyalty. In the model the author challenge the assumption that the consumer loyalty can be conceptualized as a simple, preference based attitude and states that enduring customer brand relationships positively recommended the establishment to other potential customers, appeared to require
not only rational but also emotional (e.g. calculative commitment) bonds with in the customer brand relationship.

Exhibit-5.3: Factors of Customer Engagement and Its Linkage with the conceptual Model for the process of customer engagement (Bowden, 2009b)

Source: Bowden (2009b)

In this model the identified customer engagement factors like relevancy, embryonic motivational alliance and brand information are linked to calculative commitment as it is significant for initiation of interaction and relationship building to the brands/ products for customer delight. On the other hand, dearness & bonding, attitude and brand belongingness linked to the trust that leads to loyalty via increased involvement and affective commitment. The reason behind this linkage relies upon the fact that trust is the antecedents of loyalty and the linked factors are the consequential facts of loyal customers. Moreover, the factors like
self identity, brand personality, rapport and brand co-creation are linked to increased involvement. Social group interactions and collective consciousness are linked to the affective commitments as the affective component is strongly linked to the concepts of common values, trust, benevolence and relationships. Affective commitment arises when the committed person has feelings for, identifies him-self or her-self with and feels psychologically bound to the person he or she has a relationship with (Bansal, Irving & Taylor, 2004, Fullerton, 2005, Gruen, Summers & Acito, 2000).

Further, Customer friendly behaviour and accommodative response is the two factors that could not find place in this model. As socialization is the most credible and key parameter of CE the firms must emphasized more on this issue to make successful customer engagement in India as far as this model is concerned.

MODEL-IV: Hollebeek, (2010a) in the study on Consumer engagement across differentially service-oriented wine outlets: Moving beyond consumer involvement to predict loyalty Based on the preceding analysis, developed a conceptual model incorporating the consumer engagement and involvement concepts across wine outlets characterized by differing levels of service orientation.

In this model consumer involvement is viewed as an antecedent to consumer engagement, with a requisite level of consumer interest required for the emergence of consumer engagement. The consumer’s perceived degree of brand satisfaction was also addressed by incorporation of the construct of ‘relationship quality,’ a higher-order construct comprising consumer satisfaction, trust and commitment. As shown in the model ‘channel service orientation’ addresses not only the specific degree of opportunity for human interaction characterizing a particular exchange, but in addition, implicitly incorporates the particular level of customer-perceived service received. Further Focal situational characteristics residing in e.g. the purchase and/or consumption situations may exert a demonstrable effect on resultant consumer purchase behaviours, including loyalty.

In this model the factors relevancy, embryonic motivational alliance and brand information are linked to customer involvement for the reason that knowledge about the product and brand related informations are the base for determining the relevancy of the product and helps to build up motivation in the customers for their involvement which are of cognitive and emotive. Dearness & bonding and brand belongingness the two factors are linked to the loyalty following the standard definitions of loyalty. Likewise the factors like attitude, self identity, brand personality, rapport, social group interactions and collective consciousness are
also linked to the consumer involvement for the same logic. Nonetheless, Brand co-creation as a behavioural aspect linked to customer engagement.

However, Customer friendly behaviour and accommodative response could not find place in this model.

**Exhibit-5.4:** Factors of Customer Engagement and Its Linkage with the conceptual model incorporating the consumer engagement and involvement (Hollebeek, 2010a)

![Factors of CE and Situational Characteristics](image)

**Source:** Hollebeek (2010a)

**MODEL-V:** Verhoef et al. (2010) in their study on Customer Engagement as a New Perspective in Customer Management has framed a Conceptual model on customer engagement, which is based on the existing research published. This model highlights Customer engagement that consists of multiple behaviors such as WOM, blogging, providing customer ratings, valence, form and modality, scope, impact, and customers’ purpose, firm initiatives, and the environment (Doorn et al. 2010).
In this model Verhoef et al., (2010) out of total fourteen identified factors of customer engagement only three factors i.e., social group interactions, brand co-creation and collective consciousness find place for linkage. These three factors are linked to the research unit of Libai et al. (2010) as all the linked factors are belongs to the parameter socialization and the nature of factors are matching with the research of customer engagement by Libai et al. (2010).

**Exhibit-5.5:** Factors of Customer Engagement and Its Linkage with the Conceptual model on customer engagement (Verhoef et al., 2010)

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**Source:** Verhoef et al. (2010)
Except the factors social group interactions, brand co-creation and collective consciousness other factors could not placed in this model. No special facts were noticed in this model as the model fails to cover most of the identified factors of customer engagement in the present study context. This model is the assimilation of published research on customer engagement.

**Model-VI:** Haven & Vittal (2008) in their study on Measuring Customer Engagement series highlighted Engagement’s four I’s Align with People’s Buying Processes model (Forrester Research, Inc., 2008).

**Exhibit-5.6:** Factors of Customer Engagement and Its Linkage with the model on Engagement’s four I’s Align with People’s Buying Processes (Forrester Research, Inc., 2008).

*Source: Haven & Vittal (Forrester Research, Inc., 2008).*
In the above model the author try to established the relationship of four I’s i.e., interaction, intimacy, influence and involvement. Further the study focused on four activities i.e., use affinity, discovery and evaluation within the edge of four I’s which leads to customer engagement. The proposition made above in the conceptual model may be represented as

\[ CE = f [\text{Interaction} \times \text{Intimacy} \times \text{Influence} \times \text{Involvement}] \]

\[ CE = f [\text{Interaction (use, affinity, discovery, evaluation)} \times \text{Intimacy (use, affinity, discovery, evaluation)} \times \text{Influence (use, affinity, discovery, evaluation)} \times \text{Involvement (use, affinity, discovery, evaluation)}] \]

The identified factors like Relevancy, embryonic motivational alliance and brand information are linked to customer involvement for the reason that awareness about the product and brand related informations are the base for determining the relevancy of the product and helps to build up motivation in the customers for their involvement. Dearness & bonding, attitude, brand belongingness and collective consciousness are linked to the intimacy as it is the cause for all the linked factors. Intimacy is evolved during consumption cycle and felt by the customer as a result of their involvement and interaction with the brand. Nonetheless, self identity, brand personality and social group interactions are linked to influence. The reason behind this linkage is the positive impact of the product/ brand and the value addition to the customers. Here it is important to mention that influenced and satisfied customers feel proud to be a part of brand/ product and gradually develop a habit of interactions over the issues relating to their liking brands/ products at individual or at group level and thus generate sense of community belongingness. Moreover, rapport and brand co-creation are linked to interaction as both the factors are of behavioural in nature.

Customer friendly behaviour and accommodative response is the two factors that could not find place in this model. As the factor accommodative response is behavioural in nature belongs to socialization the firm must taken care of it as the model is concerned for execution for better customer engagement.

**MODEL-VII:** Roderick et al (2011) in their study of Consumer engagement in a virtual brand community: An exploratory analysis highlights the following model of consumer engagement process in a vital brand community. In the model (Roderick et al.,2011) it is highlighted that the triggers prompting the onset of specific consumer engagement states occur when the consumer recognizes a need to solve a specific problem or satisfy a want, performs a search, identifies a specific online community, and begins an interactive relationship with the community by posting a comment. The triggers lead to the interplay of the five consumer engagement sub-processes identified in the model as Learning which
characterizes the explicit acquisition of cognitive competencies that consumers apply to purchase and consumption decision-making. **Sharing** of personal relevant information, knowledge and experiences through the process of active contributions to the co-creation of knowledge within the online community, **Advocating**- an expression of consumer engagement, which occurs when consumers actively recommend specific brands, products/services, organizations, and/or ways of using products or brands, **Co-developing**- a process where consumers contribute to organizations and/or organizational performance by assisting in the development of new products, services, brands or brand meanings and **Socializing**- which denotes two-way, non-functional interactions through which consumers acquire and/or develop attitudes, norms and/or community language.

**Exhibit-5.7: Factors of Customer Engagement and Its Linkage with the model of consumer engagement process in a vital brand community (Roderick et al., 2011)**

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**Factors of CE**

- Relevancy
- Embryonic motivational alliance
- Brand information
- Customer friendly behaviour
- Dearness & bonding
- Attitude
- Brand belongingness
- Self identity
- Brand Personality
- Rapport
- Social Group interactions
- Brand co-creation
- Collective consciousness
- Accommodative response

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**Model of consumer engagement process in a vital brand community**

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**Source:** Roderick et al., (2011)
The model further suggests that a number of consequences of the consumer engagement process like consumer loyalty and satisfaction, consumer empowerment, connection and emotional bonding, trust and commitment arise as a result of the perceived co-created value by virtue of the engagement process. Consumer engagement process generates consumer loyalty, satisfaction, empowerment, connection, commitment and trust. Finally, the consumer engagement process may include a transitory state of dormancy, and/or termination, at particular points in time. “Dormancy” is a temporary state of inactive, passive engagement by individual consumers who have previously been more actively engaged with the online community. “Termination” represents a state of more permanent disengagement, and as such, refers to the conclusion of a consumer's engagement with a particular brand community.

The factors like relevancy, embryonic motivational alliance and brand information are linked to learning of customer engagement sub process in the model. The logic behind this linkage is valid as the customers acquire knowledge about the product/brand and other related brand information which helps them to fix on the brand/product as relevant to their requirement and generate motivation to the brand or product consumption for achieving the same. Furthermore, dearth & bonding and attitude are linked to loyalty & satisfaction which is highlights as one of the consequence of the process of customer engagement in this model. Likewise, brand belongingness, self identity, brand personality and rapport are linked with Connection & Emotional Bonds and Trust & Commitment as well. The reason for this connectivity is the reflection of brand belongingness, self identity, brand personality and rapport in loyal customers based on emotional bonding trust & commitment to the brand. When loyal customers feel proud to be with a brand gradually a habit of interactions over the issues relating to their liking brands/products is develop and started sharing individual views/opinion at group level which is also called group interaction. For this reason social group interaction is linked with sharing of customer engagement sub process in the model. Group interaction generates a sense of community feelings among the customers parted in the discussion which leads to communal consciousness about the brand/product. As socialization is the outcome of such communal consciousness collective consciousness is linked with socializing in customer engagement sub process. Nonetheless, brand co-creation is linked to co-developing as brand co-creation is belongs to the parameter socialization and co-developing is necessary for socialization hence co-developing and brand co-creation has an inter connectivity.

Additionally, in this model customer friendly behaviour and accommodative response could not find place. As both the factors plays an important role in involvement and socialization
respectively as parameters of C E. Consideration of both the factor is of paramount important for execution of better customer engagement.

MODEL-VIII: The Customer Engagement Model on Activities of 4I's developed by Sing et al., 2010 in their study on Customer Engagement: New Key Metric of Marketing.

Exhibit-5.8: Factors of Customer Engagement and Its Linkage with the Customer Engagement Model on Activities of 4I's (Singh et al., 2010)

Source: Singh et al., (2010)
The model on methodical working of 4I’s in Customer Engagement through the effective implementation and practice of Web 2.0 (Sing et al., 2010) explains activities of 4I’s, stating 5 steps.

In Step-1 digitalization of customer activities is focused as a starting point of Customer engagement process and which is possible by the effective use of Web 2.0 powered by MySpace, Facebook, Blogs, Twitter, Orkut, Flickr, Forums and Communities. Digitalization of Customer’s activities can be possible in case of e-literate customers only. Step-2 wraps the most challenging work of taking the past, present and future customer to the web site for engagement through Web 2.0 applying methods like publicity, display at shop, information in packaging and advertising. Grabbing customers to web 2.0 through ads to participate in crossword, quiz of the day, contests, opinion poll, discussion etc. in the model study the authors rightly support Special advertisement campaigns in news paper and magazines for taking the customers to participate in crossword, quiz of the day, contests, opinion poll, slogan generation and completion, sample request, discussion etc. Step-3: highlight about Customer’s involvement in different participative activities that builds a holistic picture of customer engagement. The study argued Involvement as the first component of customer engagement which reflects the measurable relationship with a company and can be traced through site logins, time spent, pages viewed and search by keywords. Step-4: embrace interaction on product and quality with the available community members. The eagerness to know the comments of satisfied customer seize the customers to interactive corner of Web 2.0 where in fervor of collecting more information from satisfied customers starts interaction with the community members. Step-5 is about the intimacy towards company/product. Threaded interaction and similar & encouraging views of community members on the product, features, quality, use, satisfaction through Web 2.0 of a company, creates passion and intimacy towards company/product in customers mind. Finally, Step-6 clutch influences which generate engaged customers by encouraging fellow community members to consider or buy a discussed brand/product not only influences new but also retain old and existing customers.

The factor Relevancy, embryonic motivational alliance and brand information are linked to customer involvement for the reason that awareness about the product and brand related informations are the base for determining the relevancy of the product and helps to build up motivation in the customers for their involvement. Dearness & bonding, attitude, brand belongingness and collective consciousness are linked to the intimacy as it is the cause for all the linked factors. Intimacy is evolved during consumption cycle and experienced by the
customer as a result of their involvement and interaction with the brand. None the less, self identity, brand personality and social group interactions are linked to influence. The reason behind this linkage is the positive impact of the product/ brand and the value addition to the customers. Here it is important to mention that influenced and satisfied customers feel proud to be a part of brand/ product and gradually develop a habit of interactions over the issues relating to their liking brands/ products at individual or at group level and thus generate sense of community belongingness. Likewise, rapport and brand co-creation are linked to interaction as both the factors are of behavioural in nature. Additionally, the factor social group interactions, brand co-creation, and collective consciousness also linked to activities of 4 I’s highlights in the upper segment of this model and this is linked due to the uniqueness of the parameter socialization as these three factors are belongs to it. However, Customer friendly behaviour and accommodative response is the two factors that could not find place in this model. As the factor accommodative response is behavioural in nature belongs to socialization the firm must taken care of the model as concerned for execution of better customer engagement practices.

**MODEL-IX:** Conceptual Framework of Consumer Engagement (Vivek, 2009) explored in the study scale of customer engagement which intended to expand the domain of relationship marketing, and develops the construct of Consumer Engagement, which is the intensity of the consumer’s participation and connection with the organization’s offerings and/ or its organized activities.

The framework presented in the model indicates the elements of engagement strategy, - dialog, facilitative role of the businesses, and authenticity, and the individual pre-conditions which include experience-seeking, meaningfulness, psychological safety and motivation, which might influence the intensity of consumer’s engagement. The model is intended not as a measurement model, but as a descriptive model of the key elements associated with consumer engagement. Being a relational construct, it was important that the framework incorporates the critical elements of engagement strategies of the organizations, as well as the individual pre-conditions that influence the intensity of a consumer’s engagement.

The model highlights the customer engagement as a driving force energize from the elements of engagement strategy and the individual pre-conditions. Awareness, Enthusiasm, Interaction, Activity and Extraordinary Experience are focused under customer engagement construct as different initiator of it. The model on Conceptual Framework of Consumer Engagement (Vivek, 2009) is drafted below-
Exhibit-5.9: Factors of Customer Engagement and Its Linkage with the Conceptual Framework of Consumer Engagement (Vivek, 2009)

Factors of CE

Relevancy
Embryonic motivational alliance
Brand information
Customer friendly behaviour
Dearness & bonding
Attitude
Brand belongingness
Self identity
Brand Personality
Rapport
Social Group Interactions
Brand co-creation
Collective consciousness
Accommodative response

Critical Elements of Engagement Strategy
Dialogue
Facilitative Role
Authenticity

Individual Pre-Conditions
Meaningfulness
Psychological Safety
Motivation

Consumer Engagement
Awareness
Enthusiasm
Interaction
Activity
Extraordinary Experience

Conceptual Framework of Consumer Engagement (Vivek, 2009)

Source: Vivek (2009)

In this model meaningfulness, psychological safety and motivation are highlighted as Individual Pre-Conditions which instigate to customer engagement. The factors like relevancy, embryonic motivational alliance, dearness & bonding, attitude, brand belongingness, self identity, and rapport are linked with individuals’ pre-condition as all the factors are embrace in loyal customers’ consumption process which are essentially for customer engagement. Further the factors brand information and brand co-creation are linked with facilitative role in critical
elements of engagement strategy of the model. The reason for this linkage is due to the nature
and feature of factors. Nonetheless brand co-creation is further linked with dialogue due to
the same reason.

However in this model customer friendly behaviour, social group interactions, collective
consciousness and accommodative response could not find place. All these factors except
customer friendly behaviour belongs to the parameter socialization which is derived as most
potent and crucial fraction and parameter of customer engagement. Socialization allow
customers to share and exchange their ideas, comments and views at individual as well as at
group level which accelerate the sense of community over any product/brand. This is an
important stage of customer engagement but in this model most of the socialization factors
could not find place along with the factor customer friendly behaviour which is belongs to the
parameter involvement and hence this model is very far from the reality and should struggle
more as per the implementation for better customer engagement practices is concerned.

5.4 DISCUSSION ABOUT THE EXISTING CE MODELS

Presentation of existing customer engagement models, either conceptual or measurement
framed for different prospective, emerged that most of the included CE models explicitly
related to customer satisfaction, consumer value, trust & evaluation and finally it ends with
loyalty construct. In Model-i Bowden (2009a) expands on McEwen’s (2004) definition of
engagement as relating to a combination of rational and emotional bonds, by investigating the
mechanisms by which these bonds might potentially form for new versus repeat purchase
customers of a specific service brand. This model of engagement has been developed in the
context of the hospitality industry and, particularly, with reference to specific brands within
the restaurant dining sector; however, the model proposed a generalized process of
engagement. The Model-ii: Hollebeek (2010b) shows consumer involvement as a customer
brand-engagement antecedent which incorporates a behavioural aspect, in addition to
cognitive and/or emotional facets and has a positive relationship to the customer brand
engagement. The concepts of rapport, trust, commitment, and customer satisfaction are
labeled as potential customer brand-engagement consequences for new and/or existing
customers, while these may also represent engagement antecedents primarily for existing
customers. The model further highlighted positive relationship between buyer’s perceived
relationship quality and their loyalty. Model-iii: on the process of customer engagement
(Bowden, 2009b) shows the process by which new and repeat customers become engaged
with a restaurant service brand and proposes that the relational mediators of satisfaction,
calculative commitment, affective commitment, trust and involvement each have important
role in customer-brand engagement process. The model focus on satisfaction construct as a key indicator of service provider performance and once it is commence the transition process eventually produce true loyalty. The Model-iv (Hollebeek, 2010a) incorporates the consumer engagement and involvement concepts across wine outlets characterized by differing levels of service orientation. In the model consumer involvement is viewed as an antecedent to consumer engagement, with a requisite level of consumer interest required for the emergence of consumer engagement. Model-v (Verhoef et al., 2010) is based on the existing published research on the concept of customer engagement. The model explained that Customer engagement consists of multiple behaviors such as word of mouth (WOM), blogging, providing customer ratings, valence, form and modality, scope, impact, and customers’ purpose, firm initiatives, and the environment. In Model-vi Haven & Vittal (2008) tried to established the relationship of four I’s i.e., interaction, intimacy, influence and involvement. Further the study focused on four activities i.e., use affinity, discovery and evaluation within the edge of four I’s which leads to customer engagement. Model-vii (Roderick et al., 2011) highlighted that the triggers lead to the interplay of the five consumer engagement sub-processes as Learning Sharing Advocating, Co-developing and Socializing that generate a number of consequences of the consumer engagement process like consumer loyalty and satisfaction, consumer empowerment, connection and emotional bonding, trust and commitment. Model-viii (Sing et al., 2010) focused on methodical working of 4I’s in Customer Engagement through the effective implementation and practice of Web 2.0. The study explains customer engagement model, activities of 4I’s, stating 5 steps like digitalization of customer activities, wrapping the past, present and future customer to the web site for engagement through Web 2.0, Customer’s involvement, interaction on product and quality with the available community members, the intimacy towards company/product and influences respectively. The Model-ix model on Conceptual Framework of Consumer Engagement (Vivek, 2009) expands the domain of relationship marketing, and develops the construct of Consumer Engagement. The model indicates the elements of engagement strategy, and the individual pre-conditions and highlights the customer engagement as a driving force energize from the elements of engagement strategy and the individual pre-conditions.

The linkage of the factors constituting parameters of customer engagement with the existing customer engagement models highlighted above emerged that out of total fourteen factors addressing to the Parameters of customer engagement (Derived from Factor Analysis), almost all factors are get linked directly or indirectly in all the existing models of customer engagement.
engagement except two factors viz, customer friendly behaviour and accommodative response which belong to the parameter involvement and socialization of customer engagement respectively.

**Table-5.2: Factors of the Customer Engagement Parameters, Factors Get Linked With Models and Factors Not Get Linked With Models**

<table>
<thead>
<tr>
<th>IDENTIFIED FACTORS OF THE CUSTOMER ENGAGEMENT PARAMETERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Factors of the CE Parameters</strong></td>
</tr>
<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>Relevancy</td>
</tr>
<tr>
<td>Embryonic motivational alliance</td>
</tr>
<tr>
<td>Brand information</td>
</tr>
<tr>
<td>Customer friendly behaviour</td>
</tr>
<tr>
<td>Dearness &amp; bonding</td>
</tr>
<tr>
<td>Attitude</td>
</tr>
<tr>
<td>Brand belongingness</td>
</tr>
<tr>
<td>Self identity</td>
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<tr>
<td>Brand Personality</td>
</tr>
<tr>
<td>Rapport</td>
</tr>
<tr>
<td>Social Group Interactions</td>
</tr>
<tr>
<td>Brand Co-Creation</td>
</tr>
<tr>
<td>Collective consciousness</td>
</tr>
</tbody>
</table>

*Factors were identified applying Factor analysis*

**Source: primary data**

The parameters of customer engagement derived from factor analysis has been shown in the table above along with the factors get linked with and factors not get linked with the existing models of customer engagement.

These linkages confirm the proximity of the models to the Indian market perspective. The closeness of the models is ranked accordingly on the basis of number of factors linked with the existing CE models. The table 5.3 shows that the customer engagement model developed and studied by Bowden, (2009b), Forrester Research, Inc. (2008), Singh et al. (2010), Roderick et al. (2011), Hollebeek (2010b), Hollebeek (2010a) are found more closer to the Indian context as these models covers twelve identified factors respectively out of total fourteen factors. Further, customer engagement model by Vivek (2009) is in second position of its rank as the closeness of model is concerned. A model by Bowden (2009a) is in third rank and a model by Verhoef et al. (2010) is in last rank and also very far from Indian context as this model linkage covers only three identified factors of customer engagement in the present study. In order to have a glimpse of the closeness of all the existing models of customer engagement the following table has been highlighted.
Table 5.3: Glimpse of Identified Factor and Its Linkage with the Existing Customer Engagement Models

<table>
<thead>
<tr>
<th>Factors of parameters of Customer Engagement</th>
<th>MODELS OF CUSTOMER ENGAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevancy</td>
<td>✓</td>
</tr>
<tr>
<td>Embryonic motivational alliance</td>
<td>✓</td>
</tr>
<tr>
<td>Brand information</td>
<td>✓</td>
</tr>
<tr>
<td>Customer friendly behaviour</td>
<td>-</td>
</tr>
<tr>
<td>Dearness &amp; bonding</td>
<td>✓</td>
</tr>
<tr>
<td>Attitude</td>
<td>✓</td>
</tr>
<tr>
<td>Brand belongingness</td>
<td>✓</td>
</tr>
<tr>
<td>Self identity</td>
<td>✓</td>
</tr>
<tr>
<td>Brand Personality</td>
<td>✓</td>
</tr>
<tr>
<td>Rapport</td>
<td>✓</td>
</tr>
<tr>
<td>Social Group Interactions</td>
<td>-</td>
</tr>
<tr>
<td>Brand Co-Creation</td>
<td>-</td>
</tr>
<tr>
<td>Collective consciousness</td>
<td>-</td>
</tr>
<tr>
<td>Accommodative response</td>
<td>-</td>
</tr>
<tr>
<td>Total factor linked</td>
<td>9</td>
</tr>
</tbody>
</table>

Proximity of Existing Customer Engagement (CE) Models to the Indian Context

<table>
<thead>
<tr>
<th>Ranks of the Models</th>
<th>CE Models Incorporated in the Present Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st</td>
<td>Bowden, (2009b), Haven &amp; Vittal, Forrester Research, Inc. (2008), Singh et al. (2010), Roderick et al. (2011), Hollebeek (2010b), Hollebeek (2010a)</td>
</tr>
<tr>
<td>2nd</td>
<td>Vivek (2009)</td>
</tr>
<tr>
<td>3rd</td>
<td>Bowden (2009a)</td>
</tr>
<tr>
<td>4th</td>
<td>Verhoef et al. (2010)</td>
</tr>
</tbody>
</table>

Source: primary data

5.5 CONCEPTUAL MODEL OF CUSTOMER ENGAGEMENT

Derived customer engagement factors and its mapping into the existing CE model clearly validate the proximity of the existing customer engagement models to the Indian context. It has been observed from the above table 5.3 that in the models the factors customer friendly behaviour and accommodative response could not be linked anywhere. And hence by taking into the consideration of all the identified factors of the customer engagement parameters (see factor analysis in chapter-4) an attempt has been made to frame a new model of customer engagement.
In the present study exposure and awareness are considered as pre-requisites for customer engagement that emerge the process from involvement to socialization and therefore in our attempt both exposure and awareness are also incorporated in the proposed model. The model proposed above delineate the structural mechanism of customer engagement where exposure and awareness act as pre-requisites for emerging involvement i.e., the interaction of consumer with product(s)/brand. Involved consumers having positive experience feel
attached with the product/brand and increasingly connect with the product/brand (i.e., self-brand connection). At this stage of self-brand connection the consumers/customers find product(s)/brand as part of their life and become loyal to the same.

The loyalty of the consumers may be either of the two types: one is cognition led loyalty and another is cognition–affective led loyalty. The cognition led loyalty has the tendency of shifting brand loyalty for the reason that cognition is emergence of rationality supported by knowledge. This may bring loss of customer engagement to the marketers as depicted in the diagram above. On the other hand, cognition–affective led loyalty is formed by rationality duly moderated and mixed up with emotions which blocks the free play of rationality expressed in the form of intensely pursuing self interest. This way it reduces the tendency of shifting brand loyalty. Moreover, the cognition-affective led loyalty is a strong tender for the customers/consumers to socialize their self-brand personality with referral groups and friend circle in a social set up with the help of different media that finally convert the product/brand their common self identity. Any success or failure, and positive or negative view regarding the product/brand become a matter of concern to the whole group in a sense that it might be the group common drawback. Therefore products or brand becomes a social unit of the group and this is socialization of a brand.

The parameters of customer engagement identified in this study are highlighted as Involvement, Attachments, Self-brand connection and Socialization. Exposure and awareness here are considered as the criteria variables jointly energies the parameters from Involvement to Socialization in a sequential manner where socialization stands for communalization of objects of interest as customers’/consumers’ attitude towards the object(s) band together into a unified phenomenon. The logic behind the proclamation is that once people got the exposure about the product(s)/brand(s) through different media it creates an awareness and confidence in the product(s)/brand(s) which results into positive attitude for the same and it produces in the end some positive responses as well.

5.6 EXTENSION OF CUSTOMER ENGAGEMENT MODEL ACCOMMODATING INDIAN CONTEXT

Consumer behaviour is affected by a lot of variables, ranging from personal motivations, needs, attitudes & values, personality characteristics, socio-economic and cultural background, age, sex, professional status to social influences of various kinds exerted by family, friends, colleagues and society as a whole. Consumer behaviour of any country is differing from another and this is due to variant culture, society, values & norms. India is no exception. India, as a country, is so heterogeneous in nature that it is complex for a marketer
to identify common threads of Indian culture and core values. There are many different sub-cultures coexist in Indian society with their own distinctive values, norms, beliefs and behaviors. So, peoples are socialized by getting input from their cultures and core values.

Hofstede (1980) identified Indian society as “collectivist”. It was defined collectivism as a social pattern that consists of individuals who see themselves as an integral part of one or more collectives or in-groups, such as family and co-workers (Triandis, 1989). It encourages connectedness and mutual deference or compromise and social interdependence as dominant values creating a collective identity among individuals (Tafarodi and Swann, 1996). In India, family plays a vital role all along. Family is of dominant concern for most Indians (Mandelbaum, 1970). This trend is also true among Asian Indians and Indian immigrants, noting that possessions brought more prestige to the family than to the individual (Mehta & Belk, 1991).

Role of patriarch is very crucial in Indian society. Because of spreading out of income generation units at random; family members are forced to be part from their parents. But, mentally still they are close to each other. So, relationship is of prime concern and is highlighted from the social interaction practice among the Indian peoples. For most of the Indians, social media and social networking are all about personal connections with friends and family. Only 23% of users interact with brands (IBM, Report, 2011) where 70% of consumers shown interest for the social media only to connect with friends & family. In India, people search security and prestige within the confines of the near and dear. Individual responsibility of head of the family is much more, but this thrust on relationship gives security and identity. Ownership pattern travels through generations. Value system transmits through elder members by word of mouth or by placing them as role models. Strive for individual space is not in top priority. In India, people rely on balance between independent self and interdependent self-concept.

Indian society is not hardcore competitive in nature. More harmonious and less Comparative in nature, peoples are less risk taking in nature and believe in group performance. Performance through Consensus is underline assumption of the society. People strive for individual achievement but they are also ready to share it with others. Social hierarchy structure is very strong. Age-wise and income-wise divisions are both present. Society is not with rebels. Changes are welcome but incremental change with a right balance between old and new ideas is acceptable (Dev & Babu, 2007). India may be the only single country in this world where gray hair has no grey shades (Banerjee, 2006). Indian culture respects for the wisdom and experience of older generation. Older generations are much more socially engaged and open enough to renovate their thought process and this lifestyle has been
responsible for their happy and longer life (Krishnan & Mahadevan, 1992). They prefer to
have more shimmer and shine with their age. They are socially active and ready to enjoy
every second of their life. Family elders play this role of transforming the values to next
generation through storytelling. Peoples are more involved to search unanswered questions of
life (Kodikal, 2005). Deeply spiritually inclined country in nature, in India, irrespective of
social hierarchy, people are spiritually conscious and more inclined towards religion (Peter,
2002). Trust on own religion is higher; failures are being rationalized on the idea that one
cannot alter events and these are pre-determined. People are happy by depending on supreme
power; they are not in a mood to rule God. It can be said that core Indian value is a functional
interdependence to the universe. The growth in technology could not play a major role to
change the belief that the world goes around because of a supreme power that is above
everything else in this universe. Market scenario in India is a huge with both urban and rural
characters. Nearly 70% of the population lives in rural areas. Both urban and rural markets
significantly differ from one another while considering general and product specific factors
and making their purchase decisions (Treham & Singh, 2003). Unlike the marketing program
which needs to be cohesive with respect to the marketing mix elements, the communication
program also needs to be integrated to achieve effective results for engaging the target
audience and maintaining long term customer relations. The integration of newer media
capabilities and vehicles like Internet, mobile, direct marketing, public relations, publicity,
event sponsorship etc. has witnessed new paradigms with respect to consumer engagement
and interaction in the emerging economies and in particular India.

Marketers’ focus in India has shifted to the emerging economies in the light of the level of
technological, economic and socio-cultural changes. The key characteristic of emerging
economies chiefly characterized by faster technological adaptation, responding quickly to
change, rising income level, increasing literacy rates, rising youth population. Thus all these
factors being indicator of the increasing potential of the emerging market for marketers
prompts for a higher level of engagement with the consumers at rational and emotional level
and social media is the preferred one to address it. The key benefit of social media promotion
is creation of groups having likeminded people belonging to social groups having similar
interests sharing independent opinion about the brand or product and getting involved in
portraying the image association. Thus social media has become part of today’s organization
strategy for consumer involvement and interaction leading to a favourable response towards
the product, brand and company image. The Indian social media scene represents a fast-
emerging and influential domain of information exchange involving nearly 60% of the 83

[183]
milllion Internet users in the country. While Facebook and Orkut continue to dominate the social media scene, Twitter and some other Indian micro blogging websites are also becoming very popular. The rising significance of social media in India is demonstrated by the fact that almost all the conventional media have registered their presence on the social networking websites. But interestingly the reality of social media uses in India is different. Most of the people (consumers) considered social media as personal and it is highlighted in IBM-Global business service (2011) that 70% of consumers chose “connecting with network of friends & family”. For them social media is about engaging with friends & family and accessing news and entertainment- not interacting with brand. As per the IBM (2011) report only 23% of consumers interact with brands through social media.

The ways Indians have access to and make use of ICT depend on their socioeconomic position within Indian society. Such differential access is usually called the digital divide, in reference to the gap between technology haves and have-nots. However, as a study of ICT practices in India makes clear, the term labels a divide that is not actually technical in nature but part of larger divisions stemming from structural inequalities (Parayil, 2005). In other words, talking about the digital divide masks the political, economic, and socio-cultural hierarchies that keep disenfranchised Indians from using ICT to the fullest extent possible. This means that the exposure of Indians, including young Indians, to new media technologies depends heavily on social locations—including gender, caste, class, and place of residence in this highly stratified society.

Businesses hoping to foster closer customer connections through social media conversations may be mistakenly projecting their own desires for intimacy onto customers’ motivations for interacting. Interactions with businesses are not the same as interactions with friends. Most consumers are not motivated brand advocates who connect with a company primarily to feel associated with a brand community. Despite this perception gap the marketers are continuously trying to push the social media for engaging their target customers and consequently failed in this respect. The weak customer engagement scenario in India might be probably due to improper framing & application of the engagement model, weak congruence of engagement exercise with customer-environment interface and not influencing the target customers. So for a successful customer engagement in India the marketers should carefully read the Indian’s mind, prevailing socio cultural values and customers’ value as well. In the light of Indian socio cultural value system the proposed extension of customer engagement model is composed below:
Exhibit-5.11: Proposed Extended Model of Customer Engagement

(Luna & Gupta, 2001)

CULTURAL VALUE SYSTEM

Symbols
Values
Heroes
Rituals

CONSUMER BEHAVIOUR

ATTITUDE
Cognition
Affect
Conative

Exposure

AWARENESS

INTEREST

Mass Communication System & Practices

<table>
<thead>
<tr>
<th>Media</th>
<th>Tools &amp; Tech.</th>
<th>Methods</th>
</tr>
</thead>
<tbody>
<tr>
<td>Print</td>
<td>Newspaper, books, comics, Magazines, Newsletter, poster, hoardings, signboard, billboard</td>
<td>Visual</td>
</tr>
<tr>
<td>Radio, FM</td>
<td>Audio</td>
<td></td>
</tr>
<tr>
<td>e-newspaper/newsletter, e-mails,</td>
<td>Visual</td>
<td></td>
</tr>
<tr>
<td>Broadcast: TV, advertisement, social events, reality shows, celebrity endorsement</td>
<td>Audio -visual</td>
<td></td>
</tr>
<tr>
<td>Internet: webinar, podcast, web syndication, Crowd sourcing, Crowd funding web feed, Mobile apps: mobiles alert, smart phones, tablets, Social media: facebook, twitter, YouTube, flicker, Orkut, weblogs, Social blogs, LinkedIn, google+, Bookmarking.</td>
<td>Audio -visual</td>
<td></td>
</tr>
</tbody>
</table>

SOCIAL ENGAGEMENT SYSTEM & PRACTICES

Social-Events Participation
Socio-Cultural Events Sponsorship
Social-Events partnership
Cause Branding

Source: primary/secondary
The above proposed model is the extension of customer engagement model that sketch out the association from cultural value system to customer engagement. In the model it is highlighted that customer engagement is mutually associated and supported by the customer–environment interface. Here customer-environment interface can be considered as the possible area of limitations that consist of psychographics domain, customized technology & innovations domain, social media domain and social engagement domain. On the basis of customer-environment interface marketing practitioners must design their engagement exercise for an effective customer engagement. Consistently some suggestions are also being offered in engagement communications system (highlighted with red colour) part of the proposed model for surmount the prevailing scenario of meager customer engagement in India which supposed to be more potent and productive for creating better customer engagement.

5.7 SUGGESTIONS FOR INDIAN CASE

It is apparent from the discussion made just above that Indian customers are more under the influence of society domain, festive, believes in God and more inclined towards religion supported by cultural value system. The growth in internet and communication technology (ICT) and social media could not play a major role to engage the Indian customers. The present study also substantiates this by exploring a meager customer engagement scenario over personal care products of Indian fast moving goods companies. It is so because of inefficacy and inefficiency of CE model presently applied in India for customer engagement. The marketers should carefully read the Indian’s mind, prevailing socio-cultural system and customers’ value as well and should work more in social domain in the form of social-events participation, social-events sponsorship, social-events partnership and also the cause branding (i.e., social domain) for this purpose.

The suggestions offered for the Indian case are highlighted below:

- Strong congruence of customer-environment interface and engagement communications system is suggested for better customer engagement. Strong customer engagement can only be expected when there is a matching of engagement exercise with the customers’ attitude, beliefs and values.

- Indian customers are more society domain, festive and more inclined towards religion supported by cultural value system. In such situation, the marketers must try to participate more in social-events for pushing up the customer’s value and get them motivated towards the group identity and community feelings as well.
Socio-cultural events sponsoring is also act a driving force for motivation towards the brand/company’ interest. Marketers must try to sponsor socio-cultural events as much as possible where the ego of the customers is attached with the brands or events sponsoring brands.

Social-events participation through quiz, competition, reality shows are suggested to imbibe the mindset of group identity and community feeling towards the brand.

Social cause partnership of brands with events and projects concerning social welfare in general or community services in particular has great potential to generate community feelings towards the brands that further foster group identity and group competition associated with different brands.

5.8 GENERALIZATION OF THE SUGGESTIONS OFFERED

The suggestions offered for better customer engagement scenario in Indian case are generalized here in this section. The suggestions are Social-Events Participation, Socio-Cultural Events Sponsorship, Social-Events partnership, and Cause Branding that are highlighted in Social Engagement System & Practices (Domain of Possible Solution) [DOPS] of the proposed model. A generalized idea about the form of suggestions is delineate below:

Social-Events Participation

Social events are explicitly associated to fundamentals of human race – social and cultural values, and the more basic ladders of social inclusion, a sense of belongingness and a sense of identity (Goodland, 2002; Garcia, 2003). It is evident that participation in an event creates vast impacts like community development, civic pride, raising awareness; create local partnerships and alliances, event product extension etc in the society (Dwyer et al., 2000). Significantly, event participation is considered one of the strategic marketing and communication tools by companies of all sizes. From product launches to press conferences, companies create promotional events to help them communicate with clients and potential clients. They might target their audience by using the news media, hoping to generate media coverage which will reach thousands or millions of people. They can also invite their audience to their events and reach them at the actual event.

The scope of any framework should encompass those working, participating and attending the event, consider social inclusion as a key principle to widening participation and encourage interest from all aspects of the surrounding community. Social inclusion within events should include (Garcia, 2003):

- Awareness of the needs of groups participating at the event;
• Creation of structured policy statement to ensure equity and equality for all;
• Induction and training of all staff and volunteers in the awareness, recognition and self-management of equity and equality for all.

Social event participation is very much strategic approach to attain the targeted people to the brands and an initiator of sense of engagement for the same.

**Social-Events partnership**

The event partnership program provides public relations and marketing support to the marketers by increasing awareness and grows the value of their brand. It does not provide sponsorship or direct funding for events. This is an effective and powerful method that boosts awareness and builds brand equity. Event partnership when managed more holistically and proactively, partnerships is a strategic tool that can help to strengthen and even re-define a brand image in the long-term.

The event partnership is beneficial in the following way-

• Increase marketing exposure and visibility.
• Reach new audiences and target customers.
• Reinforce current positive associations that drive preference and loyalty.
• Expand perceptions beyond what audiences currently give the brand credit for.
• Improve the overall value of offerings.
• Build stronger, emotional connections with audiences through associations with the events they love.

In India events relating to the social issues partnership play a crucial role in defining the target customers as the Indians are more inclined to their social values. Thus social events partnership by the company or marketers of a brand may be one of the solutions for better customer engagement but marketers must be more strategic and proactive in their decision while considering a matter of social event partnership.

**Socio-Cultural Events Sponsorship**

Sponsorship represents a rapidly growing aspect of marketing communications (Shimp, 2003). It is an increasingly popular marketing communication tool (D’Astous & Bitz, 1995) that helps sponsors to identify and target well-defined audiences in terms of demographics and lifestyles. Linking a brand with an event via sponsorship enables firms to gain consumers’ attention and interest by associating with events that are important to them (Cornwell & Roy, 2003). Event sponsorship also enables the marketers to communicate brand image, product image and corporate image. With the changing lifestyles of customers/consumers, use of popular and up to date events is important for marketers to
better reach the target customers that are hard to reach with traditional advertising. As sponsorship is a tool of marketing that create awareness and visibility of the brand, change and reinforce brand image, increase brand loyalty, differentiate product from competitors, it plays a crucial role in creating a sense of engagement in the mind of target customers (audience) and for this the marketers must strictly follow the existing socio-cultural values and norms. Socio-Cultural Events Sponsorship as a tool for better customer engagement is supposed to be worked in Indian case because it is evident that the Indians are more society domain, festive, believes in God and more inclined towards religion supported by cultural value system and is unique due to its unique set of values & norms in relation to other parts of the world. Therefore socio-cultural events sponsorship as a communication tool gets concentration for better customer engagement. When the marketers decided for sponsoring events they must carefully justify the following matters

- Is the event consistent with the brand image, and will not harm socio-cultural value?
- Does the event offer a strong likelihood of reaching the targeted audience?
- Is this event may create any conflict and confusion among the target audience as to the sponsor’s identity?
- Is the event messy?
- Does the event successful to encounter the target customers for the brand?
- Is this event viable for the target customers?

Considering these issues sponsoring events in the light of Indian socio-cultural context create more audience to the object for the brand, increased awareness, motivated to involve with the brand and stay loyal which may finally lead to engagement.

**Social Cause Branding**

Cause branding is relatively a new concept in the marketing environment. It is a strategy to unite a brand’s core value(s) with a consumer passion and the right cause partner to raise awareness and funds to positively impact a societal need. Further it is a proven strategy to differentiate a brand and build relationships with core customers and target consumer segments. A brand with a focused cause branding strategy, aligned with a specific cause that is relevant to Customers/consumers can take the next step and stake a claim in the minds of Customers/consumers that may force the customers became engaged. Cause is a brand building-strategy designed to enhance brand image where the cause and/or issue of the cause branding program must be relevant to the target audiences: The cause must align with a brand’s culture, values and/or its products and services. The program must embody a core value to be authentic and embraced by both internal and external audiences.
1. The cause partner should have a natural affiliation with the brand.
2. The cause must be relevant to a brand’s core customer segment. The cause commitment must resonate with core customers to build a foundation for growth and to activate those individuals who will become vocal advocates for the brand and the cause.
3. The cause must be relevant to a brand’s target consumers to attract new customers to the brand and drive ever-increasing participation and fundraising for the cause.

Developed and executed correctly, cause branding is a strategy to differentiate a brand from its competitors and positively impact a brand’s corporate reputation. Thus the objective of a cause branding program is to positively enhance corporate reputation with the intent to gain favor in the minds of consumers. The outcome of that favor is brand advocacy by consumers and its cause partner with the desired outcome being a recommendation for the purchase of a brand’s services or products.

The initiatives in social domain influence the Indian customers for repositioning their mindset and to build up sense of group identity and community feelings. Once the customers developed group identity and community feelings they start to react as a group or as a community. When the brand identity of a product matching with the group identity, the group or community members starts to behave the brand as a part of their life and express enthusiasm to associate with every events relating to their likeminded brand. The members feel proud to discuss and share their views and opinion about their likely brands with others. Any success or failure, and positive or negative view regarding the product/brand become a matter of concern to the whole group in a sense that it might be the group common drawback.

Therefore, a product or a brand becomes a social unit of the group and this is socialization of a brand. If someone comments badly about their likeminded brand it hurts them impulsively and forced them to react. This is called a state of engagement. This is the stage what the marketers actually want to achieve for better engagement penetration. When this stage will develop among the Indian customers the internet and communication technology can automatically become successful for co-creation and social media interaction about the products or brand. This is the stage where social media can give a better picture of customer engagement. The marketers are therefore suggested for engendering more and more engagement phobia among the consumers in the social domain. Once the initiatives in social domain fabricated the base, ICT and social media platform automatically become potent and productive and marketing practitioners can expect better customer engagement consequences out of it.
Organizations and companies need to carefully consider how they can create a social media experience that is unique to their brand, offers customer value and exploits the power of the social community.

Companies should consider the following to lay the foundation for a successful social media program that will help them reinvent their customer relationships and engagement:

- **Introducing more motivating factors:** Most consumers are not motivated with brand advocates who connect with a company primarily to feel associated with a brand community. IBM Global Business Services Executive Report, 2011 shows that Indians are motivated to the social media only due to connecting and maintaining relationship with family and friends. More than half of consumers don’t even consider engaging with businesses via social sites. For them, social media and social networking are about personal connections with friends and family. Only 23% of users interact with brands (IBM, Report, 2011) where 70% of consumers shown interest for the social media only to connect with friends & family. In order to excel the customer engagement through social media companies must include some motivating drive like ‘prize for ideal user’ to the users having more interaction/recommendations about the products/brand to his or her friend circle. ‘Best event participant’ for sharing maximum events about the product/brands to his or her friend circle etc.

- **Make the customer experience unspoiled** – across social media and other channels. If the companies know their customer in one channel, they need to know him or her in other channels as well. This means the social solution should not be devised as an isolated standalone program, but needs to be thoughtfully integrated with other customer-facing initiatives.

- **Start thinking like a customer:** Instead of asking why your company should engage in social media, ask why a customer would choose to interact with your company in a social platform. Recast social interaction strategies to focus on giving customers the value they seek and the customer intimacy will come.

- **If you aren't sure what customer's value, ask them:** Dialogue and participation is what social media is all about. Devise creative ways to capture the customer insight that the companies need with polls, idea jams and challenges. Let customers participate by voting on their favorite ideas or innovations. In fact, getting customers invested in the outcome will help build the advocacy and brand affinity.

- **Monetize social media and fulfill customers' desire:** Make it quick and easy for customers to transact directly within a social media experience. Develop social
commerce campaigns that target a specific customer need with time-sensitive offers or discounts that motivate customers to act. For people to engage and keep coming back, content should be fresh and relevant. Provide incentives for people to share content with friends to capitalize on the viral benefits a community platform offers.

5.9 CONCLUSION OF THE CHAPTER

From the discussion made above conclusion can be drawn over subject matter of this chapter. The conceptual model of customer engagement gives a clear idea about its enrooting elements to the factors of parameters of customer engagement and also the parameters of customer engagement. This model is useful for marketers for better designing their strategy for customer engagement where loyalty is highlighted in two extended form. One is cognition-led loyalty and another is cognition-affective led loyalty. In search for the customer engagement model suitable for the Indian market scenario the study clearly highlighted the existing customer engagement models and their relevancy to the Indian context which is also supplemented by the identified factor linkage with existing CE models. The uniqueness of India with its socio-cultural values & norms which is differ from other parts of the world demands a separate model of customer engagement for India as because the present CE model applied in India for customer engagement is not working just because of improper framing & application of the engagement model, weak congruence of engagement exercise with customer-environment interface and not influencing the target customers. In such state of affairs, the marketers should carefully read the Indian's mind, prevailing socio-cultural values and customers' value and should work more in social domain in the form of social-event participation, social-events partnership, social-events sponsorship and cause branding. Once the initiatives in social domain successfully grab the target customers for engagement, internet & communication (ICT) and social media platform automatically become potent and productive for the same and marketing practitioners can expect better customer engagement consequences out of it.

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**WEBSITES**


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CHAPTER VI

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