

What determines customers' engagement in the digital service process?

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WHAT DETERMINES CUSTOMERS' ENGAGEMENT IN THE DIGITAL SERVICE PROCESS?

STRUCTURED ABSTRACT

Purpose - The focus of this paper is on customer engagement behavior (CEB) in digital environments. Specifically, the paper seeks to determine the factors that affect CEB in the different parts of the digital service process.

Design/methodology/approach - A longitudinal, qualitative, single-case study is used to examine CEB in digital environments. The selected case company is a provider of streaming TV services. Both primary data, gathered from interviews, focus groups, and participant observations in meetings with a selected focus group, and secondary data, gathered from company websites sources, were used.

Findings - This study shows that CEB is determined by different factors in different phases of the digital service process. Moreover, the results show that engagement is highlighted during the front-end phase of the process. During the back-end phase, the role of engagement is realized by maintaining and updating solutions.

Originality/value - The originality of the research is based on the study of CEB in the context of the digital service process. The factors that affect CEB are classified as customer-based, firm-based, and context-based factors.

Keywords: customer service management, digitization, service operations, e-commerce, customer relations

INTRODUCTION

Digitization has generated extensive changes for businesses. The complexity of the digital economy stems from its various functions. The digital economy provides global access to knowledge and information and thus affects the way in which people and organizations interact and behave. Further, the continuous development of broadband and mobile technologies has transformed previous occasional connections to the Internet into 24/7 interconnectivity (Bradley and Bartlett, 2011). As a result, the impact of the network has increased, and information, commerce, and entertainment have converged (Fudurić et al., 2018; Shankar and Balasubramanian, 2009). According to Fudurić et al. (2018), we are currently living in the age of the connected customer: a customer who accesses content on multiple devices and whose use of the Internet may soon surpass that of traditional media, such as TV, which have typically

dominated media consumption. Thus, with the increasing development of wireless communication and multimedia technologies, streaming TV systems have become widespread in daily life (Deng et al., 2018).

One of the current challenges facing businesses in the digitized world is building deep, long-lasting connections with customers (Wiersema, 2013; Saunila et al., 2017). In contemporary, digitalized environments, customers can use different digital solutions and services that supersede traditional solutions. For example, customers use mobile devices to use banking services, to purchase goods from e-stores, and to watch TV. Moreover, customers can easily and quickly change their service provider. Thus, service providers must understand customers' behavior toward and engagement with the services they provide. Previous studies have highlighted the need for service providers to understand the value customers derive from products and services, which is based on the products' and services' value-in-use (Vargo and Lusch, 2008). The importance of the value-in-use of products and services is even more important in digital contexts.

The ongoing changes in traditional products and service processes, along with the increasing digitization of the media ecosystem, have led to changes in customer behavior and customer engagement that have and will continue to raise concerns among different industries across the world. To address this challenge, during the last decade researchers and scholars have increasingly recognized and sought to understand the concept of customer engagement behavior (CEB). CEB refers to customers' behavior, besides purchasing behavior, toward a brand or firm, which results from motivational factors (Van Doorn et al., 2010). Customer engagement can increase customers' loyalty to and satisfaction with a brand or firm (Jaakkola and Alexander, 2014), which may result in the brand or firm gaining a competitive advantage (Kumar and Pansari, 2016) or increasing its revenue (Straker and Wrigley, 2016). However, while the importance of CEB has been widely acknowledged, few studies have focused on customer engagement in a digital context (Marbach et al., 2016).

This paper addresses this research gap by determining the factors that affect CEB in different parts of the digital service process. By using a streaming TV service as an example of the digital service process, the paper builds on a longitudinal, qualitative, single-case study (Yin, 2003) due to its suitability to holistically analyze previously unexplored phenomena (Eisenhardt, 1989). A large company providing streaming TV services is used as a descriptive case study to explore CEB. A wide variety of primary data, gathered from interviews, focus groups, and participant observations, and a wide variety of secondary data were used. This study contributes to previous studies of digital services processes and customer behavior by investigating CEB in the context of the digital service process. It contributes to the literature by clarifying the factors that determine CEB in the digital context and the factors of engagement that are pronounced in different phases of the digital service process. Due to the growing challenge to develop and maintain long-lasting customer relationships in digital business environments, the

results of the study can also be used by many different practitioners operating in digital business environments.

THE DIGITAL SERVICE PROCESS

Because digital technologies can be used to deliver value to customers in ways that extend customers' conscious experiences in the contexts of time and space (Watson et al., 2002), digital technologies are important sources of competitive advantage and customer value. Digital business is changing the existing business world in a holistic and customer-driven way by renewing processes through, for example, digitization and the development of electrical services. Williams et al. (2010) define digital services as services that are obtained and/or arranged through a digital transaction over the Internet. They highlight that although such services may start digitally, the interactions between customers and providers of these services may occur outside a digital context (Williams et al., 2010). Digital systems can be linked with product service bundles to create new digitized product service systems (Lerch and Gotsch, 2015). Lerch and Gotsch (2015) define this type of product service system as "an integrated bundle of physical products, intangible services, and digital architectures designed to fulfill individual customer needs via automated, independent operation, with the goal to significantly improve customer outcomes."

The provision of digital products and services, the use of digital resources to transform business processes, and the use of digital resources to transform business strategies are the three categories of digitality (Bharadwaj et al., 2013). Digital business refers to how goods and services are produced and designed (process), the types of goods and services that are offered (market offering), and how goods and services are brought to the market (business model) (Brynjolfsson and Kahin, 2000).

These three categories of digitality use similar methods of creating customer value, and they are not exclusive, so they can exist simultaneously. The digital service process to which we refer in this research can involve all three categories of digitality. If the market offering is digital, then the main benefit of digitality for the customer is the product or service. One benefit of business processes involving digitality is a simulation system for product development. Additionally, the use of digital resources to interact with customers allows for the possibility of a digital platform on which customers can order products that will be delivered to them in a digital form. In other words, ordering, payment, and delivery occur in a digital form, which changes the way in which companies do business in terms of both time and space.

Digital services differ from traditional services in several ways. For example, they differ in terms of tangibility, although the extent of this difference depends upon the definition of tangibility, as pointed out by Williams et al. (2010). In addition, digital services differ from

non-digital services in terms of ownership. Possession, which is usually equated with ownership, is often unclear in the context of digital services, as physical possession may not imply full control (Williams et al., 2010; Saunila et al., 2017). In addition, digital services must provide a rich user experience that can be measured in terms of usability, aesthetics, and engagement (Nylén and Holmström, 2015). Thus, companies that provide digital services must consider the potential needs of their users, because meeting these needs is more crucial than the relational interactions between parties. Non-digital services are often based on personal relationships, which are more important than the provided service (Williams et al., 2010). Overall, the proper management of customer processes creates opportunities to strengthen a company's engagement with customers. Customers' subjective perceptions of the company's identity, branding, advertising, and channel engagement are powerful motivators that affect customers' purchasing decisions (Straker and Wrigley, 2016). Thus, it is crucial to understand how CEB changes throughout the digital service process in order to meet customers' requirements effectively and comprehensively.

CUSTOMER ENGAGEMENT BEHAVIOR (CEB)

The definition of CEB

It has been acknowledged that effective value creation requires companies to engage customers' knowledge in the service process (e.g., Vargo and Lusch, 2008; Grönroos and Voima, 2013; Wiersema, 2013; Zhang et al., 2015; Marcos-Cuevas et al., 2016; Petri and Jacob, 2016). Therefore, being aware of an organization's engagement activities and future research requires guidelines for the engagement of different actors and stakeholder groups that are transferable across different contexts, as well as those that are more context-specific (Kumar et al., 2010; Hollebeek et al., 2016; Alexander et al., 2018). Especially for digital business, customer relationships are in a crossroads, as new technologies are more often used to empower and engage customers (Straker and Wrigley, 2016). According to Marbach et al. (2016), customer engagement differs from customer involvement and participation because involvement and participation are not interactive, co-creative experiences.

There are many definitions of CEB. Thakur (2016) defines CEB as "a psychological state that occurs by virtue of interactive customer experiences with a focal object (e.g., mobile medium). Further, customer engagement goes beyond specific purchase transactions resulting from emotional and utilitarian motivational drivers." Hollebeek (2011) uses the term "customer brand engagement" to describe "the level of a customer's motivational, brand-related, and context-dependent state of mind characterized by specific levels of cognitive, emotional, and behavioral activity in brand interactions."

Prior research has also discussed the different types of CEB. Demangeot and Broderick (2016) identify four dimensions of customer engagement: interaction engagement, activity engagement, behavioral engagement, and communication engagement. Jaakkola and Alexander (2014) define four types of CEB: augmenting behavior, co-developer behavior, influencing behavior, and mobilizing behavior. Mobilizing behavior refers to the resources given by customers, such as relationships and time, in order to mobilize other stakeholders' actions toward the focal firm, whereas influencing behavior refers to resources such as knowledge, experience, and time given by customers to affect other actors' perceptions, preferences, or knowledge regarding the focal firm. Co-developer behavior involves customers' contributions to help the focal firm develop its offerings. Finally, when engaging in augmenting behavior, the customer directly augments the focal firm's offering beyond what is fundamental to the transaction.

Braun et al. (2016) identify three types of CEB: value creation, customer-to-customer interaction, and online activities. The first type of CEB includes behaviors that enhance a firm's product or service offerings. The second type includes behaviors that focus on other customers. While the first two types refer to engagement in an offline context and predominantly involve social interactions, the third type refers to engagement in an online context. This type of CEB takes place without any direct personal interaction; however, it may involve firm and social interactions.

This study uses Van Doorn et al.'s (2010) definition of CEB, which explains that CEB is a state that arises due to interactive customer experiences with a company and results from motivational factors. This definition includes all three types of CEB (value creation, customer-to-customer interaction, and online activities) identified by Braun et al. (2016).

The factors that affect CEB

Van Doorn et al. (2010) categorize the factors that affect CEB as customer-based factors, firm-based factors, and context-based factors. *Customer-based factors* include attitudinal antecedents, such as customer satisfaction, perceived usefulness, service quality, and trust (Li et al., 2013). Customers' goals also affect CEB (Chen et al., 2017). These goals may include maximizing customers' benefits or relational benefits. In many cases, the goals themselves can influence how the brand is used and, consequently, how customers engage with the brand (Van Doorn et al., 2010).

Moreover, personality traits affect the likelihood and level of customer engagement (Van Doorn et al., 2010; Marbach et al. 2016). Marbach et al. (2016) studied CEB in online brand communities and found seven personality traits that were related to CEB: introversion/extroversion, agreeableness, conscientiousness, openness to experience, need for activity, need for learning, and altruism. Thakur (2016) studied CEB in the context of mobile

devices for shopping and found that CEB arises from six different customer experiences: social facilitation, self-connection, intrinsic enjoyment, time-filling, utilitarian, and monetary evaluation experiences. So et al. (2016) divide CEB into five dimensions that collectively reflect the psychological and behavioral aspects of engagement: enthusiasm, attention, absorption, interaction, and identification. Enthusiasm refers to a customer's interest in a brand; attention refers to a customer's focus on a brand; absorption refers to a customer's strong concentration on engagement; interaction refers to a customer's online and offline participation with the brand; and identification refers to a customer's perceived belongingness to a brand (So et al., 2016). Many of these characteristics can influence customers' cognitive processes and decision-making in predictable ways and affect their behaviors (Van Doorn et al., 2010). Customer resources such as time, effort, and money can also affect the level of CEB.

The most important *firm-based factors* that affect CEB are the company's brand (actual and perceived) and rewards and other incentives provided to the customers (Hollebeek, 2011; Braun et al. 2016). Many studies have also addressed the role and inclusion of the social dimension of CEB (Calder et al., 2009; Vivek et al., 2012; Braun et al., 2016). The social benefits of CEB include recognition by others and kindness experienced while dealing with others, whereas relationship benefits include the ability to stay in contact with others and intensify relationships (Braun et al., 2016). Firms can also influence CEB by developing and providing processes and platforms to support specific customer actions (Van Doorn et al., 2010). For example, the findings of Blasco-Arcas et al. (2016) verify that building an engagement platform that enables customer-to-customer interactions and personalization empowers customers and improves their relationship with the firm and the brand. This requires that the firms encourage customers' positive emotions during their interactions on such platforms to improve their level of engagement with the firm and perception of the firm's brand. Providing environments that make customers feel empowered can cause customers to feel that they are relevant actors in the relationship, thus improving their engagement with the firm. In addition, Rossmann et al. (2016) suggest that prior experience with a firm positively affects engagement (through word of mouth), especially for digital business.

Finally, the *context-based factors* that affect CEB include political, economic, environmental, social, and technological aspects of the society in which the firm and customers operate. CEB is also affected by firms' competitors and their actions (Van Doorn et al., 2010).

METHODOLOGY

Case description

The paper builds on a longitudinal, qualitative, single-case study (Yin, 2003) due to its suitability to holistically analyze previously unexplored phenomena (Eisenhardt, 1989). As a

research methodology, case studies can be used to explore and understand contemporary and emerging phenomena in real contexts (Meredith, 1998). As discussed in the introduction section of this paper, streaming TV can be considered a contemporary and emerging phenomenon that is superseding traditional analogue TV. Dyer and Wilkins (1991) and Voss et al. (2002) further argue that single cases allow for researchers to draw in-depth observations and capture the context of the phenomenon in question in much more detail.

A company that provides streaming TV services is used as a descriptive case study to explain a phenomenon and the real-life context in which it occurred (Yin, 2003). The selected case company is one of the three market leaders in Finland, with hundreds of millions in revenue and tens of thousands of customers utilizing the streaming TV service. The studied digital service includes a platform that allows to watch live broadcasts on a mobile device, computer and TV. The platform also allows on demand broadcasts from channel packages. As for the case study method, it is common for researchers to select cases to explore different phenomenon in real life contexts. The researchers' motivation was to execute a longitudinal study with one of the leading companies in the field. When using single case studies as a methodological background for research, leading companies can be used for benchmarking purposes to ensure the usefulness of the results (Choi and Hong, 2002; Fisher, 2007). For businesses with a high customer turnover rate, it is crucial to understand the factors that affect CEB in order to increase customer loyalty and satisfaction. The case study approach was chosen because there has been little research on customer engagement in digital business environments, and there is even less research on customer engagement in the context of streaming TV services.

The digital service process for streaming TV in the case company involves five phases: impulse for purchasing, purchasing, implementation, use and maintenance, and termination. In the study, the factors that affect CEB at different phases of the digital service process have been examined and compared with the value creating factors at different phases of the digital service process.

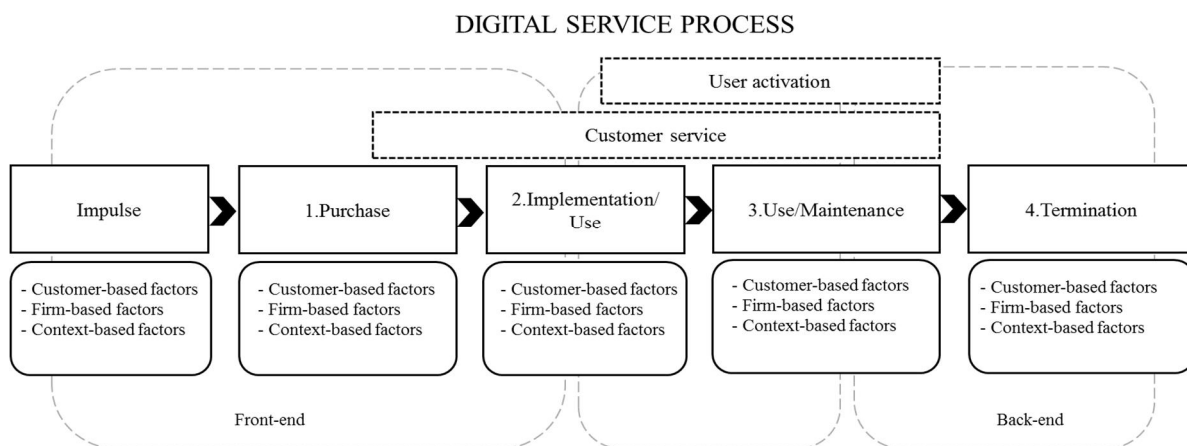


Figure 1. Digital service process for streaming TV services

Data collection and analysis

According to Barratt et al. (2011) a qualitative case study can be considered an empirical study that primarily uses contextually rich data from bounded real-world settings to investigate a specific phenomenon. To conduct the empirical study and gain an in-depth view of the empirical environment, we used a broad repertoire of secondary data. The data collection took place from 2015 to 2016. In the first phase of research, the main body of data consisted of various secondary data, which were accessed, analyzed, and synthesized in order to gain an accurate understanding of the digital service process in the case company. The main data source was company websites. To ensure the quality of the secondary data, we relied primarily on official reports written by company insiders. Based on the first phase, we specified the digital service process in the context under investigation.

The secondary data had some limitations. In the second phase of the research, these limitations were overcome by using primary data, which were gathered through interviews, focus groups, and participant observations during meetings with a selected focus group (Table 1). Six semi-structured interviews were conducted with employees who had various roles at different levels in the firm's hierarchy. In these interviews, open-ended questions were used to track the different factors that affected CEB throughout the digital service process (the factors were adopted from Calder et al., 2009; Van Doorn et al., 2010; Hollebeek, 2011; Vivek et al., 2012; Li et al., 2013; Chen et al., 2017; Marbach et al., 2016; So et al., 2016; Thakur, 2016). To acquire a comprehensive view of the patterns of CEB at each level, an observational method was used to collect the data. In addition, documentation related to the focus groups was analyzed. All data underwent content analysis. Based on the second phase, common and unusual CEB patterns in different phases of the digital service process were analyzed and discussed in light of prior literature.

Table 1. Primary data

Data gathering	Study participants	Constructs addressed	Type of data	Data analysis
Semi-structured interviews (6 pcs)	Director, Online Business	Customer participation in the digital service process	Recorded and transcribed interview data	Content analysis of transcribed interview data
	Director, Customer Relations			
	Director, Entertainment Business	Customer motivation in the digital service process		
	Head of Customer Experience and Online Services			
Focus groups (3 pcs)	Head of Market Intelligence Customer Experience Expert		Three written reports about the focus groups	Content analysis of written reports
	Chief Information Officer	Value generated by the service		
	Customer Experience Expert			
	Director, Online Business	Value generated by different phases of the digital service process		
	Director, Customer Relations			
	Director, Entertainment Business			
	Head of Customer Experience and Online Services			
Head of Market Intelligence				

RESULTS

Here, the results of the empirical analysis are presented. The results are divided into those related to customer-based factors, firm-based factors, and context-based factors.

Customer-based factors

The results of the study showed that the most important customer-based factors during the impulse phase of the digital service process were related to *consumption goals* and *personality traits*. During the impulse phase, the consumption goals were mainly related to the price and availability of the service. At a general level, service providers could be categorized based on their pricing strategies, which reflected customers' behavior when their impulses were affected by the environment. The availability and possibility of utilizing services (in this case study, anytime and anywhere) were related to personal consumption goals. On the other hand, *personality traits* were related to both the image of the service provider and the personality of the customer.

“Some people just want to get iPhone. When we are asking them about the reasons to purchase one, they just mentioned that there is no rational reason, it just suits well with their personal traits.”

The most important customer-based factors related to the purchase/implementation of digital services were *customer resources* and *attitudinal antecedents related to the service/product*. *Customer resources* include customers' financial resources as well as the knowledge/skills to utilize services. If a customer lacks these resources, he/she may not want to be engaged in the digital service process. However, if a customer has the financial and knowledge resources to purchase more comprehensive services, then he/she is more willing to engage in the purchasing/implementation phase, for example, by customizing the services. Attitudinal antecedents related to the service/product were also important customer-based factors during the purchasing/implementation phase. Some customers are very “tradition-minded” and thus do not want to engage in new or additional service processes, regardless of whether they have resources. However, curious customers (with the necessary resources) with openness to new solutions are willing to engage in the service process during this phase.

“Basically, we have two kinds of customers. The ones that know very well what they need and only want to purchase it. They want a fast and simple delivery process and nothing extra. Then there are customers who want to utilize the services and ease their life or at least make it smoother. These group is also more and more engaged in the service processes.”

During the use and maintenance phase of the digital service process, the most important customer-based factors were *customers' resources/skills* and *attitudinal antecedents related to the service*. Customers' resources/skills refer to a customer's history of using services. The more services the customer has used in the past, the more capable he/she is to use additional services and the more willing he/she is to be engaged in, for example, product development during this phase. Resources/skills and attitudinal antecedents were also related to customers' utilization of services and willingness to be engaged with the service. The more skills or resources the customer can use to take advantage of services, the more willing he/she is to be engaged with the service. Again, customers with openness to new solutions are more willing to be engaged with the service during this phase.

“If the customers are engaged, for example for new service testing or development, it seem no more to be question of how we can find volunteers. It is more of how we can facilitate them. It seems that the customers are continuously developing their digital skills and capabilities and they are willing to be engaged. That causes challenges for service producers to handle the facilitation.”

During the termination phase of the process, the most important customer-based factors were *attitudinal antecedents related to the service/product*. The willingness to be engaged with the service and attitudinal antecedents (experience of personal treatment and trust) determine whether a customer relationship is terminated or if the use of a digital service is stopped. Such decisions depend on whether those factors were positive or negative. Customers that stop using the service for negative reasons or because of a negative customer experience are usually not willing to be engaged with the service, while those who stop using the service but did not have negative experiences are more willing to be engaged with the service. Usually, the latter customers also provide valuable feedback and development suggestions.

“We are following terminating/leaving customers and asking reasons for these activities. It is quite soon clear, if the reasons behind the leaving are negative or something else. That has an effect to customer's willingness to be engaged to this phase of the process.”

Regarding value creation at the impulse phase and (in particular) the purchasing phase, it was considered important that the customer understood the entire service portfolio, including additional services (e.g., recording). This requires opening all value-creating factors for streaming TV to maximize the customers' benefits. It is also important to ensure that the customer understands to what he/she is committing. Considering the value related to usability and user experience, it is essential that the implementation and use of all services are effortless, which requires solving customers' problems and turning them into a positive experience regardless of the customers' attitudinal antecedents or skills related to the service. Regarding the termination phase, it must be easy for the customer to stop the service because this enhances

the customer's trust in the provider. However, it is also important to provide incentives for customers to extend their contract so that the customers have a positive overall experience, in line with the results of the focus group sessions, which examined the value of the streaming TV services. The main value-creating factors were broadcasting quality, content portfolio comprehensiveness, the opportunity to watch on all types of devices, the opportunity to watch anytime and anywhere, and the ease of purchasing and implementation. Customer experience was an important factor that affected CEB, especially in the use and maintenance phase.

Firm-based factors

This study showed that the most important firm-based factors during the impulse phase of the digital service process were related to *brand* and *rewards and other incentives*. The service provider's brand positively or negatively affects the customers' image of that provider, thus affecting the customers' personality traits. Rewards and other incentives are especially important for special campaigns, such as those occurring during the holidays.

“Traditionally rewards and other incentives are commonly used to lure and engage customers to utilize digital service. However, lately these rewards and incentives have turned to be hardly to use as competitive advantages. It seem to be that currently the brand makes customer to want to be engaged.”

The most important firm-based factors related to the purchase and implementation of the digital service were *the social dimension* and *processes and platforms*. Even though customers are purchasing digital services or products, they still want to engage in the social dimension of purchasing. Some customers have little understanding of the services they want to purchase and thus require support. Those with better understanding and skills appreciate the social dimension and may, for example, want to confirm hypotheses with professionals and customize their services. In addition to the social dimension, proper processes and platforms for purchasing were found to be important. These platforms can be physical or digital as long as the customers understand them well and the platforms include a social dimension.

“Main part of the digital services are still bought physically. Even though the number of digitally purchased services is raising, there still have to be social dimension included in the digital purchasing. Customers want to have a possibility to be engaged, in case it is needed.”

During the use and maintenance phase of the digital service process, the most important firm-based factors were *processes and platforms*, *rewards/other incentives*, and *the social dimension*. If the customer wants to engage in, for example, service development or customer activation processes, proper processes and platforms must be available. For some customers,

rewards and other incentives motivate engagement. The social dimension is also important, whether social engagement occurs physically or digitally.

During the termination phase of the process, the most important firm-based factors were *reputation/brand, the social dimension, and rewards/ other incentives*. The engagement factors related to reputation and brand can be motivated by either positive or negative reasons and may lead to termination of the service. If termination is due to a bad customer experience, then the reason for engagement may be to hurt the reputation of the brand. The social dimension is also important during the termination phase. Rewards and other incentives are provided mainly to encourage customers to continue rather than terminate the digital service.

During the impulse and purchasing phases, value creation was perceived as important for promoting the uniqueness of the service, especially regarding the content's comprehensiveness (e.g., its sports offering). Combined with the proper incentives, this was perceived to affect customers' brand awareness. Regarding the implementation and use of a service, the firm personally contacts customers (through customer service and user activation) in order to highlight the importance of customers and their own skills regarding the service and to ensure that customers have access to the correct services. This was perceived as the proper way to enhance the social dimensions that affect CEB.

Context-based factors

This study showed that the most important context-based factors during the impulse and purchasing phases were *technological factors* and *competitors*. Technological factors include new possibilities or requirements created by the development of technology. Technological possibilities may, for example, offer new platforms or social media solutions/services that customers can purchase or engage in. On the other hand, technological factors may force the customers to be engaged in digital services if, for example, some traditional physical services are terminated or replaced. Competitors' activities also affect CEB; for example, new services or offerings may cause customers to change service providers.

During the purchasing phase, technological factors were of primary importance. As mentioned above, these factors may refer to new possibilities or requirements created by the development of technology. As customers become more aware, *environmental* and *social* factors also affect their engagement behavior. These factors are mainly related to manufacturing and ethical issues regarding services and products. Competitors' activities and technological possibilities and requirements may affect CEB during the termination phase of the digital service process.

Regarding value creation in the impulse and purchasing phases, customers must perceive a company's content comprehensiveness as superior to that of competitors if they are to continue using the service or offering. Promotion of this was considered a crucial factor that affected

CEB. Further, highlighting the opportunity for customers to watch a variety of content on any device, anytime and anywhere, was perceived as a technological and social factor that affected CEB. The technology can be considered social because it enables all members of a family to watch different content on their own devices and link their user experience to their own social relations (e.g., friends, colleagues, neighbors).

DISCUSSION

In this study, the digital service process for streaming TV, which included the customer's entire lifecycle, was examined in terms of CEB. Specifically, the study focused on what customer engagement factors were emphasized in the different phases of the customer's lifecycle in the digital service process. Afterwards, the results were discussed in terms of Van Doorn et al.'s (2010) categorization of CEB factors, including customer-based factors, firm-based factors, and context-based factors. The results highlighted customer engagement during the front-end phase of the digital service process while considering all three categories of CEB. The customer based-factors, including consumption goals, personality traits, customer resources, and attitudinal antecedents, were emphasized. The findings showed that the consumption goals during the impulse phase were mainly related to the price and availability of the service. The possibility of utilizing services anytime and anywhere was also related to personal consumption goals. Further, if the customer had the financial and knowledge resources to purchase more comprehensive services, then he/she were more willing to engage in the implementation phase, for example, by customizing the services. Thus, it was determined that elements such as customer satisfaction, the maximization of customers' benefits, social facilitation, time-fulfillment, and monetary evaluation experiences were important for customer engagement, especially during the front-end phase of the digital service process (c.f. Marbach et al., 2016).

Regarding the firm-based factors, the brand and variety of incentives were considered essential to the customer's purchasing decision, which was reflected in the customer's CEB during the front-end phase of the process. Based on the findings, the special campaigns, including rewards and other incentives, were perceived as especially important during the impulse phase of the digital service process, even though they were not considered competitive advantages. In addition, all types of customers seemed to value social interaction during the purchasing and implementation phases, for example, to confirm their own expectations with professionals and to customize their services. Thus, this result strongly supports the findings of Hollebeek (2011), and Braun et al. (2016). Additionally, the context-based factors were emphasized in the front-end phase because technological competitiveness and marketing campaigns were considered essential to customer engagement. Based on the findings, context-based technological factors that included new possibilities or requirements created by the development of technology were perceived as important during the impulse and purchasing phases. For example, the opportunity for customers to watch a variety of content on any device, anytime and anywhere, was

considered as a technological factor that affected CEB. Thus, service providers must focus on these factors in order to manage the business better than competitors (Van Doorn et al., 2010).

During the back-end phase, the customer-based factors and context-based factors were highlighted. For example, attitudinal antecedents, such as experience of personal treatment, perceived usefulness, service quality, and trust (Li et al., 2013), are important when you want to keep a customer or get a customer back. The findings of the termination phase of the process suggested that these attitudinal antecedents determined whether a customer relationship was terminated or if the use of a digital service is stopped, and such decisions depended on whether those factors were positive or negative. The context-based factors, especially offers, marketing campaigns, and technological development, are critical to customer engagement during the back-end phase because they help firms overcome their competitors (c.f. Van Doorn et al., 2010). The company's brand and reputation (Hollebeek, 2011; Braun et al. 2016) were not perceived as important factors during the back-end phase because they were considered more meaningful when the service was acquired for the first time.

Last, the study presented an application of Van Doorn et al.'s (2010) framework in the context of the digital service process for streaming TV. Based on this study, the framework seems to be a valuable tool that allows for the comprehensive description of the factors of CEB when aiming to manage digital service process. Thus, the study has attempted to validate the framework through a case study concerning CEB throughout the digital service process. (Table 2)

Table 2. The results of factors that affect CEB (the most accentuated factors are in bold)

	The factors affecting CEB	Description	Phase of the digital service process
Customer-based factors	Consumption goals	Way of using the product/service (how, what, how often) Perceived effortlessness (Price and availability of the service)	Purchase/ Implementation Use/ Maintenance
	Resources	Financial resources Knowledge/skills to use service Own experience/history of using the service	Purchase/ Implementation Use/ Maintenance
	Personality	Reactiveness Possibility to be in the forefront of development	Impulse Purchase/ Implementation Termination
	Attitudes	Usability of the service Perceived usefulness Perceived service/customer experience Perceived value added Possibility to influence Experience of personal treatment Trust	Use/ Maintenance
	Firm-based factors	Proactiveness Involve customer in the development of products/services Time and resources put to CEB	Impulse Purchase/ Implementation

Processes of involving customers		
Social dimension	Possibility to purchase services physically	Purchase/ Implementation
Processes/platforms	Possibility to purchase services digitally	Use/ Maintenance
	Possibility to communicate with experts both physically and digitally	
Understanding	Responding to customers wills and usability traits Making it easy for customers to use	Use/ Maintenance
Brand	Emotions stirred within the customers	Impulse
	Technical competitiveness	Purchase/ Implementation
Value creation	Interaction between producer and customer	Impulse
	Communication towards customer (Promotion of the services)	Purchase/ Implementation
Incentives	Offers	Impulse
	Marketing campaigns	
Context-based factors	Competitors	Impulse
		Purchase/ Implementation
		Termination
	Technology	Possibilities or requirements created by technology development
		Purchase/ Implementation
		Termination
Environment	Environmental concerns caused by the service provider	Termination
Social	Social recognition of the service provider	Impulse
	Social concerns caused by the service provider	Termination

CONCLUSIONS

This study contributes to the results of previous studies on CEB and investigates CEB in the digital context. It contributes to the literature by identifying the factors that affect CEB in different parts of the digital service process (Figure 2). This study suggests that the factors that affect customer engagement differ among different phases of the digital service process and highlights the importance of engagement during the front-end phase of the process. During this phase, customer-based factors are emphasized. During the back-end phase, complete services and solutions are provided in a digital format; thus, the role of engagement in value creation is shaped by maintaining and updating provided solutions. In these phases, the customer-based and context-based factors of CEB are emphasized, while firm-based factors are of less importance.

As a practical implication, these findings increase the understanding of CEB in streaming TV and therefore can assist practitioners in constructing value propositions. In addition, the division of factors that affect CEB assists in managing the phenomenon because they are more easily manageable than the whole phenomenon.

The results of this paper are based on a case study, which limits the generalizability of the findings. However, due to the nature of the research subject, the use of an in-depth case study is an appropriate research strategy for gaining a deeper understanding of the factors that affect CEB in the digital environment. More in-depth action research and case studies are needed to validate the results' suitability, usefulness, and acceptability.

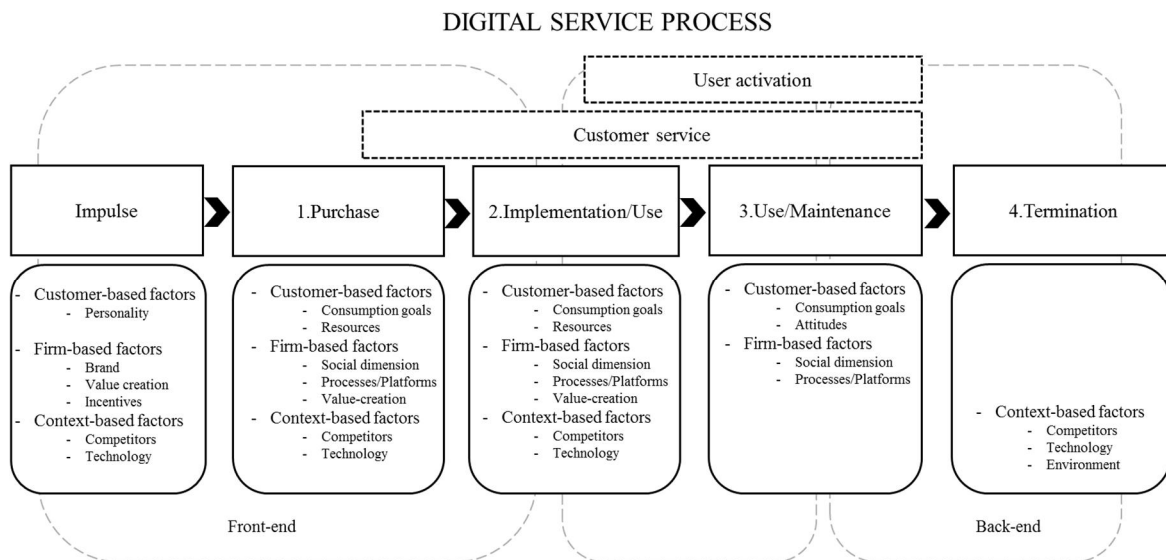


Figure 2. The factors that affect CEB in different parts of the digital service process

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