Customer Experience: A Multidimensional Review Of Literature from 1982 to 2020 for Paradigm Shifts in Knowledge and Thoughts

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Abstract----Customer experience has been one of the focus areas for organizations to gain a competitive advantage in the market. The existing literature is full of various knowledge base, models, methodologies, and some paradigm shift ideas. Since Pine and Gilmore was one of the early researchers to address the concept of customer experience followed by Carbone and Hackle in 1999. We have observed that most of the existing literature is more about hospitality, retail, tourism, and service industry though the products and goods studies are also found to be addressed. One major gap area is the Primary or base industry, where there is limited knowledge available including Automobile, metals and mining and others. We have also found varying definition of "Consumer experience" and most of the studies addressing some or part of overall holistic consumer experience. The main reason for the lack of holistic approach seems to arise from multidimensional nature of customer experience phenomenon. In our literature review we have observed regular discipline of cognitive and hedonic as main but there is literature which comprises psychology, human behavior, economics, anthropology, Neurology; sociology, organizational behavior also contributing to explain the consumer experience phenomenon. This multi-disciplinary nature of consumer experience still leaves many areas to be further researched and explored. From this multidisciplinary point of view, we can safely say the holistic consumer experience research is still in its infancy. The literary review also included models, methodologies, and philosophies to build a great customer experience, some sort of guidance for firms and marketing and service managers about strategy, steps, and measurement in building a great customer experience for their respective customers. Some new concept such as co-creation of values, joint working between the firm and industrial customer, experience design is also observed. Purpose of our study was to go through the various stages of evolution of concept of customer experience from 1980 onwards and understand the knowledge and paradigm shifts which happened in this field in last three decades. We were surprised to also come across some of the work in 1960 and mention of customer experience in Adam Smith's work. Finally, as explained by Pine and Gilmore 1998 and 1999, Shaw and Iven's 2002, Voss 2003, Prahalad and Ramaswamy 2004, Meyer and Schwager 2007, customer experience has become numeri uno priority for the organizations and is seen as a true competitive edge in today's crowded market Place. From our study of literature, we found that there are many more areas such as CX measurement , universal CX definition and multidisciplinary holistic studies where further research is required.

Index Terms— Customer experience, Cognitive, Hedonic experimental, Transcendental, Consumption, experimental

I. INTRODUCTION

The most common definition of customer experience is "The customer's perceptions and related feelings caused by the one-off and cumulative effect of interactions with a supplier's employees, systems, channels or products.".as defined by the analyst Gartner. However, there are many definitions which are in existence from various perspective of Service dominant logic ,Good dominant logic ,information processing and decision model ,consumption process ,experimental experience ,transcended experience ,hedonic experience, and utilitarian experience. However, a " Universal definition " of consumer experience is difficult considering multidimensional nature of consumer experience ,cultural ,sociological and other factors. However ultimately it boils down to customer perception and his feelings which can result in good branding and loyal customer base.

The existing literature review agree that "Customer experience" is the differentiating factor and provides a competitive edge to a firm. Various reasrch activities in this area has covered many different models and methods right from service dominant logic , Goods dominant logic , consumption experience logic , cognitive or utilitarian view , co-creation of value , hedonic factory including fun ,fantasy and pleasure ,Design experience to name a few.

Our review of literature on customer experience showed that there are five main areas which researchers are working on

- Customer experience and its impact and importance for an organization
- Customer experience models and their elements

- What is in real sense customer delight, brand, and customer loyalty
- How organization should build great customer experience.
- Measurement of customer experience and value.

This paper has attempted deep dive in digital transformation and relationship with customer experience for the period from 1982 onwards the available academic and business literature in the form of research papers ,books ,blogs and opinion pieces and surveys carried out by professional companies.

II. OBJECTIVES OF THE STUDY

This study on review of literature on customer experience from the period 1982 to 2020 have the following objectives :

1. To find out the various research works that have been done in the area of customer experience during the period of 1982 to 2020 .
2. Understand the various definitions of customer experiences as well as various Customer experience model.
3. Understand importance of customer experience and how the companies build a great customer experience
4. How customer experience is measured and how companies track and improve.
5. To highlight the knowledge and model changes in customer experience due to rapid changes in digital transformations/Technologies during this period and identify future reasrch opportunities.

III. METHODOLOGY

This study of literature is mainly based on secondary sources of data like thesis ,journals ,business articles , Books ,business blogs, surveys and thought leadership articles from 1982 onwards, it is in descriptive nature . The search for the relevant literature is done through both online and offline mode , online mode being prominent. The search criterion used in locating the right sources is used based on the **key words of "Customer experience , SD-Logic ,Consumption Process ,Buyer behavior ,hedonic experience , experimental marketing and Transcendental experience**" with large number of variations in basic search criterion to get the right literature for this study.

The secondary sources scanned includes more than 10 doctoral thesis , more than 118 research articles , more than 70 blogs ,survey and business articles. The most

important sources are filtered through based on relevance to the topic ,contribution to the base knowledge and knowledge addition and paradigm shift thoughts.

IV. REVIEW OF LITERATURE IN DETAIL

Pine II & Gilmore in their article in 1998 introduced the customer experience as a separate economic offering, till then the customer experience was mostly coupled with service aspect only. They have articulated that this is natural progression of economic value from industrial revolution till date. The authors have commented that in today's marketplace staging the experience for product or services stands out as a competitive advantage. The authors defined that experience is a memorable event which is the result of OEM or service provider intentionally uses goods as props and services as the stage .This study has propelled many studies of customer experience in the next 2 decades with variety of thoughts , customer experience models , customer experience measurement ,CX strategy to mention a few. Today we can see that almost all organization have "Customer experience" as one of the competitive pillars in their strategy. However, before Pine II and Gilmore (1998) ,Holbrooke and Hirschman (1982) studied stimuli related to hedonic ,experimental ;symbolic and social aspects of the consumptions process including stress on social bonding. It was concluded by Bitner (1990) & Grove & Fisk (1992) that stimuli related to service counters including service environment ,service encounters ,service people and core services are the important components that can result in better customer experience.

Albert Mehrabian, James A. Russell (1974) in their research article argue that environmental stimuli are linked to the behavioral responses. They have identified various environmental variables such as color ,light ,heat and sound which can affect the behavior. They argue that human response to such environmental stimuli is in the form of arousal ,pleasure and dominance. Their study was more focused on environmental perception, experience, and psychological responses. This fits well into overall customer experience framework wherein many authors have emphasized on role of stimuli in customer response and experience. This theory proposed is also known as "PAD"(Pleasure ,arousal and dominance.)

Plutchik (1980) explored the schemes for emotional classification. He has categorized the emotions on eight discrete dimensions which includes fear ,anger ,joy ,sadness ,disgust ,acceptance ,expectancy and surprise. However as compared to Mehrabian and Russel (1974)

study the "Arousal " characteristic was missing in their categorization. That needed that a separate arousal dimension needs to be added and intensity and other data for that needs to be obtained

Morris B. Holbrook and Elizabeth C. Hirschman (1982) in their pioneering article pointed out that the then prevailing information processing perspective can capture many of the buyer behavior, but it neglected important points related to consumer consumption experience. They pointed out that activities like leisure , esthetics ,symbolism , hedonic experience ,psychological elements ,daydreaming ,creativity ,emotions ,play ,fun and pleasure must be included while describing the customer experience. They advocated information processing approach to be complimented with consumption experience .They strongly recommend that experimental perspective of consumption process to be added as one of the primary elements of customer experience.

Hirschman , E . C .and Holbrook , M . B .(1982) . Their research focus on some aspects of consumer behavior which relates to multisensory, Fantasy and emotive aspects of product usage experience. (Hedonic consumption). They have classified behavioral prepositions in four substantive areas relevant to hedonic consumption and includes -Mental constructs, product classes ,product usage and individual differences. They strongly feel that hedonic perspective can supplement and extend marketing research on consumer behavior as well as consumption phenomenon. They also point out that hedonic consumption is tied to several areas such as sociology ,Esthetic ,Linguistics ,psychology and symbolism. The authors express that , the hedonic approach, while certainly no complete solution, may take us further toward comprehending the multiple facets of the consumption experience.

Abrahams, R.D. Et tal (1986) in their book advocate that there is a subtle difference between "Behavior " and "Experience". They point out that experience is a personal phenomenon, and it is internal to the one who experience it while behavior is outside in view. Experiences include not only actions & feelings but the inner thoughts and reflections because of those experience. They argue that persons can or express their own experiences and they are self-referential .They point out that it is difficult to completely understand other's experiences inspite of having clues and observation. They have suggested Anthropology approach to filter out the true experiences from the filed data,

Campbell, C. (1987) in his research paper dealt with ,modern consumerism and came out with a new theory of consumerism and new interpretation of the culture and cultural history of modern-day society. He elaborated this with How fashion and addiction to the novelty are the new patterns of consumption. He explained that the cultural origins in sentimentalism and spirit of romanticism with a modern belief and ethos of hedonism and pleasure seeking against the old view of protestant ethics. He has nicely intertwined social theory ,economic theory ,History ,psychology and religious thoughts and blended this to offer a challenge to origins of modernity.

Csikszentmihalyi, M. (1990) in his reasrch paper points out that seemingly very different activities are often described very similarly. He found that regardless of modernization ,culture ,social status ,age or gender the respondent describe the enjoyment in the same way. He found that enjoyment has 8 major components of completing the task ,concentration ,clear goals, immediate feedback ,deep but effortless environment, sense of control over action ,sense of self and sense of duration. The combination of all these elements results into a deep sense of achievement ,enjoyment and reward. These inputs are important to create a fun and enjoyment in the customer experience.

Eric J. Arnould and Linda L. Price (1993) in their research explores the extraordinary hedonic experiences in tourism industry. They observed that the water games and sports mostly complex and thrilling helps in delivering the extraordinary customer experience to the tourists. Some of the factors attributing to extraordinary hedonic experience related to personal growth , self-renewal ,communities ,harmony with nature and group binding. The authors point out that There is a complex relationship between client expectations and satisfaction. The narrative of the rafting experience rather than relationships between expectations and outcomes is shown to be central to its evaluation.

Lebergott , S .(1993) while researching American history of economics and in particular binge shopping and capitalistic structure , he argues that American shopping spree is not only a self -indulgence but is an essential part of successful pursuit of happiness. He found that average American consumer has behaved more reasonably and rationally and that cannot be simply labelled as "Materialism". He has observed that consumers seeking to make an uncertain and often cruel world a pleasanter and more convinenant place. He also mentioned that increased income especially for women has been used to lighten the backbreaking labor once required by the household chorus.

He firmly supports the idea that Americans bought variety of goods and services to achieve happiness.

Barry J Babin, William R Darden and Mitch Griffin (1994) in their research observe that the consumption activities of customer results in hedonic and utility-based outcomes. These two outcomes need a scale to ascertain the customers perception about hedonic and utility experiences. They suggested a scale to validate these two types of outcomes in a step model. The results pointed that distinct hedonic and utility shopping value dimension exists and they are related to number of consumption variables

Hoffman & Novak(1996) and Novak et tal (2000) argued that in an online environment , stimuli restricted to online experience including website layout ,ease of use and privacy are the factors which enhances the customer experience.

Otto, J. E. and Ritchie, J.B. (1996), The authors argue that there are many studies on hospitality and tourism sector describing various aspects of customer experience , however most of these studies and contribution are done from sociological ,anthropological and psychological perspective. They further argue that tourism is a business comprising of many service sectors and as such if we want to translate the customer experience into managerial actions ,research into service marketing is necessary. The authors conducted a broad-based study comprising of hotel ,airline ,tours and attractions and performing factor analysis they came out with various dimensions of service experience with managerial relevance as well suggestions for future reasrch areas,

Oliver, R.L., Rust, R.T. and Varki, S. (1997) . Their research focused on providing empirical foundation to the concept of customer delight. They found that concept of customer delight has not given precise behavioral foundation and antecedents and consequences of the customer delight when expressed in specific service contexts. In their research , they attempted establishing basis for customer delight by empirically testing the hypothesized antecedents and consequences and exploring the resulting implications. Their study revealed that expected high levels of satisfaction or performance initiate an arousal and pleasure , a positive effect leading to delight. They also found that satisfaction in parallel with delight is strongly related to pleasure and disconfirmation and had a clear effect on behavioral intension, the effect of delight on intension. However, they observed this is also moderated by the service context

Pine, B.J. and Gilmore, J.H. (1999). The duo offered a new way of thinking about connecting with customers and securing their loyalty. Their book put forth an idea of staging experiences for customers so that it leaves a memorable ,lucrative impression on customers. They felt that this can help brand to stand out from the crowded n=markets with multiple brands. The authors strongly argue that experience is the missing link between the company and its existing and protential customers. They have also described in their book some cases of the companies who has applied fresh approaches to scripting and staging compelling experience while staying true to economic conditions of the day. The book details out various ideas on connecting ,staging and occupying mind share of customer through staged customer experience.

Schmitt, B.H. (1999a), He argues that customer buy experiences rather than product or services. His concept of branding is different from the other contemporary researchers' his reasrch , he focusses on how these customer experiences are managed using five distinct modules of – Sense , Feel ,Think ,Act and relate. These five modules according to him makes a holistic experience. He further emphasizes that there should be strategies designed to address each of these modules and bring a balance among them. He feels this balancing and integration will bring a broad spectrum of design elements to communicate with customers and influence their loyalty and purchase decisions. In contrast to Schmitt's view ,experimental marketing proposes that new products and decisions will be driven by three factors namely the degree to which the new product and extension category enhances the experiential image of the company or brand the degree to which new products and brand extensions add new experiences that can be leveraged in additional new products and further brand extensions; and (3) the degree to which they help in the creation of holistic experiences.

Schmitt, B.H. (1999b). From his earlier article , Schmitt further contrast the traditional marketing approach in favor of experimental marketing. He also his earlier strategic framework to support experimental marketing. According to him traditional marketing views customers who are concerned more about functional features and benefits. While experimental marketers view consumers as rational and emotional human beings who are concerned with achieving pleasurable experiences. He describes five different strategic modules (SEM) that marketing team should create for distinguished customers and includes sensory experiences ,affective experiences ,cognitive experiences ,physical experiences ,behaviors and lifestyles and social identity experiences which can relate to a

reference group or culture. He argues that goal of experimental marketing is to create holistic experiences that integrate individual experiences into a holistic one.

Schmitt B.H. (1999c) .Schmitt says that in today's multimedia environment , pitching product features and benefits is not enough as customers are taking quality and a brand image as granted. He proposes that products ;communications and marketing campaigns that can touch and create passions arousing the senses ,touch hearts and stimulate customer minds are more rewarding than the traditional ways. He advises to create a sensation through packaging and advertising a holistic experience to which customers can relate. He is confident that with this method companies can transform a product or service from one time purchase to daily part of customer's life. He argues that experimental marketing managers must incorporate latest findings from psychology ,cognitive sciences ,sociology and evolutionary biology in their marketing campaign

Novak, T.P., Hoffman, D.L. and Yung, Y.F. (2000) argues that there is no clarity on flow patterns to be followed for internet or online experience. The literature sites many studies on the same but there is no clear and concise definition and pattern of flow to be followed for internet sites ,websites and portal that can spellbound the customer experience. In their research , they conceptualize the flow on the web as a cognitive state experienced during the navigation which is determined by high skills and controls , high levels of challenge and arousal ,focused attention and enhanced by interactivity and telepresence. The researchers argue that consumers who attend the flow on the web are focused entirely on the interaction and are aware of surrounding physical things and self-consciousness disappears ,time sense become distorted, and the state of mind is gratifying. The researchers also have constructed a structural model based on these parameters and validated it successfully with a large sample of data.

Curd & cover (1998) & Burrel & Morgan (1979) studied the operationalization of customer experience based on ontological assumptions such as stated or implicit assumptions about reality in research including objective (realism),subjective assumption (nominalism).The whole emphasis was on whether assumptions are close to reality.

Novak, T. P., Hoffman, D. L., & Yiu-Fai, Y. et tal (2000). In their research, a very extraordinary online customer experience is significantly and positively related to fun, recreational and experimental use of web and online portals.

A compelling online customer experience is positively correlated with fun, recreational and experiential uses of the Web, expected use of the Web in the future, and the amount of time consumers spend online, but negatively associated with using the Web for work-related activities. Currently, the online customer experience in the purchase context is characterized by shopping experiences that emphasize ease of use. Task-oriented activities such as work, and online search for product information and purchase relate most strongly to skill and control. These results suggest that online shopping and task-oriented activities involving product search do not yet offer the requisite levels of challenge and arousal, nor do they induce the sense of telepresence and time distortion, necessary to create a truly compelling online customer experience. These findings thus demonstrate the utility of our model for leading the development of commercial Web sites in profitable directions.

Leonard L. Berry Lewis P. Carbone Stephan H. Haeckel. (2002) In their research they argue that companies must understand the customer journey which will help to collect both functional as well as emotional "Clues" of the customer. They point out that a company's first step towards managing the total customers is recognizing the clues it is sending to customer. The Clues for customer experience can be fitted into two categories of functioning of good and services and emotions including smells ,sights, taste ,textures as well as the offering environment. They call it as Mechanics (Clues emitted by product/service) and Humanics (Clues emitted by people/customer). The authors point out that isolated changes may not work, and companies need to work on both functional and emotional benefits in their offerings. They suggest a well-orchestrated and holistic strategy for managing the clues and customer experience resulting from it.

Shaw, C. and Ivens, J. (2002).In their book ,authors dwell upon how to create engaging and memorable customer experience. Along with theory they supplement it with real life examples of some great companies with practical advice and insights in creating great customer experience. As we have seen earlier , Holbrooke has some critical observations on this book still it serves as a guide for seniors and managers for building a great customer experience. In their book , they provide a clear roadmap for building a high-performance organization centered around the customer. The authors emphasize that emotions are at the center of all the core relationship. The authors have provided a seven step or seven philosophy-based

approach for building great customer experience. This book has given a practical approach to building a great customer relationship centric approach with practical examples. Seven philosophies endorsed by these authors include , competitive advantage , exceeding customer expectations , planned emotions , empowered culture and leadership ,Outside in perspective, god revenue and less costs and embodiment of brand.

Smith, S. and Wheeler, J. (2002) The authors in their book have advised how to turn customers into advocates using customer experience. They have dwelt upon existing research and further extended it to come out with 12 element frameworks. These elements include , acceptance of customer experience age , moving from loyalty to advocacy, excel in design beyond expecation, create observe customer centric culture in the whole organization with new brand of leadership , include operations ,HR and Customer service in the efforts ,people first policy ,personalization in sales and marketing, Multichannel and uniform customer experience, branding ,competitive edge, and loyalty by design in practice.

Menon, S. and Kahn, B. (2002) in their research on internet or online shopping point out that experiences that are encountered early can significantly influence the level of arousal and pleasure that customer experience and it influences their latter shopping behavior .Pleasant early internet or online experience have positive impact on approach behaviors and subjects engage in more arousing activities. They have suggested use of dynamic shopping environments and use of pleasing product presentation ,nice content, and information and a well thought of presentation of various products. Our results suggest strong carry-over effects – initially encountered situations and products can shape the rest of the experience.

Milligan, A. and Smith, S. (2002) points out that even in today's crowded market , there are companies and brand that stood out from their competitors. The main differentiating factor for these brands is that they provide remarkable experiences for customers as well as for their employees. The premise behind this is that the success of these brands stems from their distinctive cultures uniquely developed to meet the need of their customers. These companies and brand have defied conventional wisdom and broken the traditional roles of management to provide exceptional; levels of commitment to their people who are united behind a clear brand vision and translate their belief in the company and exceptional customer service. Their argument is that uncommon practices and people deliver great brand experience.

LaSalle, D. and Britton, T.A. (2003) argue that unless a Value adding experience is built around company's product , just fine or superior customer service may not differentiate company from their competitors. The advice is to stop thinking about the product and start thinking about what they offer to customer. They argue that company's products should give confidence to user/customer ,ease of use ,compelling and extraordinary guarantees , things which are beyond the core product's functionality. They further argue that customers have move beyond functionality ,quality and even service and are now looking for the entire consumption experience to determine the value of an offering. Their final advises to understand the customer's experience so to walk in their shoes

Carú, A., & Cova, B. (2003) tried to explain the different meaning of "Experience" from various scientific publication as they found that current definition of experience is "Ill-defined " or it is more in ideological terms. They also suggested to use the typology of the consumption experience as this will deconstruct the ideological way of considering every experience as an extraordinary experience

Vergo and Lusch(2004) and Shostack (1982) in their study found that a stimuli is not restricted to a firm or a particular offering rather the entire service ,service ecosystem affects the overall customer experience and is closely related with the value related to design of customer journey ,channels and the customer experience overall for the ecosystem.

C. K. PRAHALAD AND VENKAT RAMASWAMY (2004) in their book emphasize on co-creating the value with the customer. This means customer and supplier through dialogues ;interactions jointly create the product and services. The authors feel that the high-quality interactions that enable an individual customer to co-create unique experience with the firm is new source of competitive advantage. Value will be jointly created by the firm and the customer. In traditional systems , firms decide the products and services and decide what is of value to the customer. Many of the firms have found that engaging customers in design and testing helps to create value in a new product or service.

Edvardsson, B., Enquist, B., & Johnston, R. (2005) in their reasrch studied how an organization can help customers to test out and experience a service prior to purchase or consumption. The study introduces the new paradigm of hyperreality which we can call as the simulated reality of the service experience. It also introduces the concept of "

Experience ROOM" , the place where the simulated experience happens. The authors have suggested to apply six dimensions of experience rooms do that the organization can demonstrate the concrete value to customer with hyper reality. The hyperreal service experience is the result of interpreting the physical and intangible artifacts, technology, and events occurring in the experience room. The service experience can, to some extent, be controlled by the provider, but the customer is mainly in control, as in improvisational theater. The service experience will vary from customer to customer, although these are in the same experience room. The service experience is affected by the customer's perceptions of all the dimensions of the hyperreal service in the experience room. The service experience is formed during the events occurring in the experience room and any linked events, resulting in an outcome that will, it is hoped, entail the purchase and the consumption of the "real" service. The experience room features all the prerequisites for cocreating customer experiences prior to purchase.

Jones, M.A., Reynolds, K.E. and Arnold, M.J. (2006) reasrch focused on antecedents of shopping value rather than the final outcomes of the shopping value. They tried to explore the complex relationship between satisfaction with the retailer , hedonic and utilitarian shopping value, and important retail outcomes. Their analysis found that both hedonic and utilitarian values are influenced by retail outcomes. Their analysis also predicts the difference between the relative influence of hedonic and utilitarian shopping value. They found that both these values moderate a number of relationships between satisfaction and retail outcomes. They found that hedonic value has a stronger influence on positive word of mouth publicity and loyalty than the utilitarian shopping value. While retailers have long focused on merchandise variety and assortment, convenience of location and store hours, and having competitively priced merchandise, the results here suggest that critical outcome variables – satisfaction with the retailer, word of mouth, and patronage anticipation – are influenced more by the non-product-related, hedonic aspects of shopping than traditional utilitarian orientations. On the other hand, utilitarian shopping value is more strongly related to patronage intentions.

Holbrook, M.B. (2006a) in his part one of the four series commentary on consumption experience comments that he is trying to explore marketing applications and micromarketing repercussions of consumption experience .He labeled this review as "Something new ,something old ,something borrowed, and something sold. He is critical about the crop of self-help books on this subject. He comments before their work , there were research namely Wroe Alderson (1957) and Abbott (1955) describing consumer experience as a base for value. He also described Walter woods (1981) in his book has given similar ideas and Satanley Lebgott traces back it to Adam smith era. He further comments that there is some more incremental configuration on experimental marketing. But his critical comment is " There is nothing new under the Sun " in this area of research,

Holbrook, M.B. (2006b) in prat 2 of four-part commentary on consumption experience , Holbrooke reviews the book " Building on great customer experience by Colin shaw ans Ivens" and found that the approach given in the book is diametrically opposite to the work and views discussed in part -1. Holbrook further comments although the work by Colin Shaw and John Iven's is scholarly in tone and they have claimed to put in place an actionable business model for customer experience which can be paradigm shift in customer experiences including their seven-step philosophy to build great customer experience , he laments that the earlier work which was done right from Adam smith doesbot found any mention. He also mentioned that the book is written in an engaging style it fails to capture essence of the overall consumer experience.

Holbrook, M.B. (2006c), In part 3 of his four series commentary of consumption experience ,Holbrook reviewed the work of Bernd Schmitt . While Critically reviewing the Schmitt's book " Customer experience management : A Revolutionary approach to connecting your customers" ; he observes that it is a more a work of practical wisdom rather than a pure research work and feels the twins are likely to meet. Holbrook also comments that " Five step CEM process approach" as claimed in the book cannot be called in true sense " A universal approach."

Holbrook, M.B. (2006 d) In last part of his four series commentary on consumption experience ,Holbrook presents applicability of subjective personal introspection via a photographic memoir as a path to insights concerning role of customer value in the consumption experience. The study involved review and research of old photo slides and logbook maintained by the author's grandfather. He tried to collaborate the narratives in logbook to the slides. He claims this aspect taps the three F (Fantasy ,Feeling and fun(as they contribute to customer value in ways not accessible to methods of modeling the consumer as a

rational economic decision maker nor to latest techniques available today. He concludes the article by emphasizing that he still relied on extrinsic and extrinsic value of consumption.

Haemoon oh et tal (2007) in their research tried measuring the experience economy for tourist application. They tapped on four realms of experience which was presented by Pine and Gilmore (1999). The data collection and analysis matched with the dimensional structure of the four realms of experience and provided empirical evidence to the face and nomological validities of these four realms and a model which can help to measure the experience in lodging and breakfast industry. The authors suggest that this model can be explored by destination vacation/tourist marketers and can be further refined for more accurate capturing of experience and measurement.

Desmet, P. and Hekkert, P. (2007) in their research concentrated on human -product interaction. They focused their research on asthenic experience ,experience of meaning and emotional experience's products ability to create delight or pleasure or sensory enlighten falls under aesthetic experience. While assigning one's expressive characteristics to assess the personal or symbolic significance of the product falls under meaning of the experience emotional experience involves everyday emotions such as like ,anger, love and so on. They have proposed a framework that underlines the different type of affective product experience which can be used to explain the personal and layered nature of the product experience. They conclude that customer experience is characteristic of the user and those of the product in addition to context.

Santoro, C. and Troilo, G. (2007), In their research , they found that in developed countries, hedonic experiences play an important role in consumers' lives. Products and services of so-called "creative industries"(music, movies, television and radio broadcasting, publishing, visual and performing arts, leisure, entertainment, fashion, design, etc.) represent a large share of consumption activities and account for a considerable proportion of individual and family expenditure.

PENNIE FROW & ADRIAN PAYNE (2007). They have studied both the information processing and consumption-based approach for customer experience, drawing from their study of literature and case studies they recommend that organization seeking to deliver perfect customer experience should focus on problems and opportunity for improvement continuously and seek the real market insights about customer's opinion about experiences. Acting on these inputs and adopting co-creation approach

,companies should try to further improve the customer experience. Traditional measures of customer satisfaction may fall short of understanding deep, unmet needs of customers. Organizations need to consider other appropriate measures, such as the net promoter score, which may more accurately reflect their assessment of customers 'experiences. Ensure a consistent customer experience within and across multiple channels: The multiple channels by which a customer can engage with the product or service should be carefully managed to provide a consistent customer experience.

Schouten, J. W., McAlexander, J. H., & Koenig, H. F. (2007). Their research concentrated on transcendent customer experiences which have various aspects of flow and peak and can help to create lasting shifts in beliefs and attitudes including self-transformation. Their Pre-Test ,Post-Test and quasi experimental data and analysis shows that transcendent experiences are highly desirable and valued by the customer. They concluded that transcendent experience uses by a company can strengthen a person's ties to brand community and results in strong brand loyalty.

Sandström, S., Edvardsson, B., Kristensson, P. and Magnusson, P. (2008), The authors in their research have tried to propose a framework for a new perspective on the total service experience , dimensions which affects the total service experience and linked value of this total experience. They have described this framework in the context of technology-based services. According to their research , a total service experience is the total functional and emotional value of a consumed service. It is unique to every individual customer and the service situation. Value is in use is the cognitive evaluation of the service experience.

Brakus et tal (2009) on their research on indirect and direct interactions with a brand point out that a stimulus related to brand is related to right conviction , events, and brand related right advertising.

Cova, B. and Cova, V. (2009). In their research paper they dwelt upon the government process required to be adopted because there are there major of consumers which evolved in last decades starting from individualistic customer , hedonistic customers of millennium and this generation of creative customers. The authors suggests that all these faces interact during the customer decision making process and consumption. The authors suggests that marketing strategies must take cognizance and integrate these three different competencies through a governance process. This will result in citizen seeing and thinking being treated as a

consumer.

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Their research studied existing literature on various retailers are providing a great customer experience. They focused on further expanding the concept of creation of customer experience from holistic perspective. In their model , they have come out with different determinants of customer experience. They have taken a dynamic view of the customer experience and argued that earlier customer experiences will influence future customer experiences. Three important dimensions of social environment ,self-service technology and store brand were considered by them in their study. They advise strategic approach to customer experience management with their holistic approach which can help in not only great customer experience but also business growth

Verhoef et al (2009) and Grewal et tal (2009) studied the stimuli related to retailing content especially price and merchandise and found that there is direct and indirect relationship with customer buy and experience associate with it.

Grewal, D., Levy, M. and Kumar, V. (2009) in their research points out that low prices and innovative products are not enough in today's highly competitive global market. It is necessary to focus on customer experience during the purchasing or shopping journey especially in retail environment. They reemphasize earlier reasrch that customer experience includes every interaction point where customer interact with the business for a product or a service. They suggest having a comprehensive customer experience management policy which can result in win - win value exchange between the customer and the retailer. They have suggested multiple ways like promotion ,mechanizing ,supply chain ,delivery and locations to deliver a superior customer experience resulting in frequent visits ,larger wallet shares and higher profits.

Puccinelli, N.M., Goodstein, R.C., Grewal, D., Price, R., Raghubir, P. and Stewart, D. (2009.)In their literature survey ,the researchers have identified that most of the retailers have a very good understanding of customers and how customer satisfaction as well as retail performance can be increased. They have built on this foundation by studying customer behavioral literature and suggested that there are specific customer elements of behavior which includes goals ,schema , information processing ,memory ,involvement ,attitudes ,affective processing , atmosphere and customer attributes and choices which plays an important role in final customer buying process. The

authors felt these elements if properly understood and implemented by retailers , it can further boost their understanding of customer behavior and retail performance Baron S & Harris K (2010) studied the customer -centric perspective on experiences and interactions that is in line with service dominant logic with stress on consumer-to-consumer interactions. The reasrch concentrated on identifying value enhancers and inhibitors for consumers with an emphasis on consumer perspective on iterations. The concept of gap year from consumers informs the nature and emphases of future marketing initiatives of organizations that are operating within the experience domain.

Heinonen, K.et tal. (2010), in their research found that both the goods dominant logic and service dominant logic are provider (OEM/Service vendor) centric and needs to be contrasted with customer-dominant logic which can help to understand the service value from the perspective of value in use ,the customer's context and the customer's own experience of the service. Their research fond five major challenges to moving away from Provider dominant logic to customer dominant logic which included company involvement ,company's attempt to co-create value with customers, scope of customer experience, Visibility of customer experience and character of customer experience. They advise companies to discover the potential ,unrealized value of service by learning in what processes customers are involved with , their context and what type of input both physical and mental ,they would need to support with.

Kwortnik, R.J. (2010) argues that though a clear focus on customer experience is important for most of the services but from strategic experimental branding does not require memorable experience and emotional bonding between customer and company to drive loyalty. He argues that based on customer's need and the service context ,emotional bonding may be difficult to achieve and unnecessary. He argues that hospitality industry can follow an alternate path that focuses the service promise on benefits customers feel ,which are more instrumental than hedonic or emotional aspect. He further elaborates that customer experience is multidimensional and reflects a blend of cognitive-function and emotional-hedonic needs and wants, He argue that hospitality industry can build best experimental brands through calculated commitment and a more functional provision of value in satisfying needs or through weighted combination of these paths

Helkkola (2011) tried to deep dive into concept of characterization of service experience and found that

phenomenological ,process based, and outcome-based characteristics are important in-service experience. While Jakkola et tal (2015) who examined service experience co creations and its implications found four distinct fields of study which included -Service dominant logic ,consumer culture theory ,service management and service innovation and service design as the four main important aspects. Lemon and Verihoef (2016) found that there are 3 areas in customer experience which needs to be focused consisting of reasrch focused on process ,behavior and resulting values , process outcomes and organizational aspects of customer experience. Lipkin (2016) reviewed customer experience formulations and it's theoretical underpinning and found that there are three perspectives that explain the customer experience formations at the individual level - Stimulus ;interaction and sense and set the boundaries of customer experience as Dyadic ,service ecosystem and customer ecosystem.

Helkkula(2011); Moller (2013) & Tadajewski (2004); tried researching data collection methods , assumptions, and evidence in the study of customer experience. They have found that most of reasrch tried searching for regulatory and causal relationship with respect to customer experience. They also found that view or opinions of subjects under investigation for a customer phenomenon was another way of arriving at conclusion regarding the customer experience. Multiple qualitative and quantitative methods and statistical techniques were used to validate the customer experience phenomenon.

Macinnis (2011) in his study found out that the customer experience concept research is in two broad areas of managerial stimuli and response to customer process. He further elaborated that this differentiation facilitates the comparison across reasrch streams and creates conditions for their integration. His analysis provides four fundamental premises of customer experience that integrate common and distinct yet compatible elements across the previously distinct bodies of research, solving key conflicts in the existing research related to customer experience.

Gallarza, M.G., Gil-Saura I. and Holbrook, M.B. (2011) in their research described the meaning and role of value in the context of a customer or consumer. They point out that marketing managers to enhance their understanding of the customer value to refine approach to the provisions of benefits sought by consumers in terms of relevant dimensions and categories. They found that the application areas would include brand positioning ,advertising themes according to categories and dimensions ,new product

developments from relevant discussions and their interactions, cross selling by means of different and personal value indicators. They also found that adding social causes or values to product or services trigger positive affective and cognitive customer responses while benefiting the society and the environment. They suggest that better value creations ,co-creation of value will avoid the classical marketing myopia and will assure effective customer relationship policies.

Johnston and Xiangyu Kong (2011) In their research , they have chosen four organizations to understand and investigate ,how organization actually plan ,design and improve customer experience. They have developed a four-phase approach which consisted of Planning and setting the direction , research and changing the mindset ,development through involvement and implementation & embedding the changes. For these four phases , they have identified 10 roadmap elements consisting of Objective setting ,Business cases, change governance , customer research , defining the experience ,priorities development areas , action research ;develop and pilot changes ,change support systems and assess the impact. They have also suggested that it is useful to have clear objectives in three areas: customer, staff and cost efficiency and use them to assess the benefits of improving the customer experience.

Harrisson Amat Tama*a, & Boo Ho (2012) tried to identify the component of customer emotional experience with halal food establishments. Their findings indicated that six major components namely spiritual assurance, pleasure ,arousal ,dominance ,joy and acceptance are related to the customer experience related with Halal hospitality industry. These six components were found to be moderately or significantly associated among each other , meaning the customer experience must be managed comprehensively .This comprehensive management of 6 elements will further create satisfactory customer emotional experience and then enhance positive behavioral intensions. The authors also indicated that halal practices contribute to direct business benefits as well as intangible and invisible benefits.

Helkkula, A., Kelleher, C. and Pihlström, M. (2012) in their research emphasize that systematic characterization of value in the experience is not explored in the literature in detail. The authors tried to describe what value lies in the customer experience by postulating four different prepositions and then illustrated the same with narrative data sets, the value considered by them includes both lived and imaginary and validated it against the previous and

anticipated service experience. They described characterizing the value as an ongoing and iterative circular process of individual and collective customer sense making as opposed to linear ,cognitive process related to and restricted to isolated service encounters. Authors advised use of interpretive methodologies to better understand the many ways the service customer experience value in their real-world contexts which extends way beyond company boundaries.

Roederer, C. (2012), In his research , he critically argues that the very concept and notion of consumption experience is still incomplete and suffer from lack of total conceptualization. To lay and foundation for solid consumption experience concept , he proposed four main dimensions of the consumption experience. He states that praxeological dimension is action related , hedonic and sensorial dimension concerns a sensorial and thymic evaluation of the context, the rhetoric dimensions deal with the meaning of an experience and the last dimension highlights the relationship with time. The Author feels that these four dimensions of customer experience contribute to a better understanding of consumption experience through remembrance and create closer contact with the client. He further argues that these four dimensions can be considered as levers to gain a competitive edge attached to an experience offer.

Rose, S., Clark, M., Samouel, P., & Hair, N. (2012) .Their research focused on formation of customer experience which results from online shoppers' interaction with e-retailers. They have developed a model of relationship between antecedents and outcome of online customer experience within internet sites using international sample. Their study has identified and provided operational measures of variables and the cognitive and affective components of online customer experience. They have proved that online customer experience is made of two experimental states of CES (Cognitive) and AES (Affective).Perceived control by customer is a mediator between connectedness ,customization ,ease of use and affective component. Online customer satisfaction is found to be mediator between cognitive ,affective states and repurchase intension.

Teixeira, J., Patrício, L., Nunes, N. J., Nóbrega, L., Fisk, R. P., & Constantine, L. (2012) in their study developed a conceptual customer experience model (CEM) to represent the different aspects of customer experience.They have further applied this model to multimedia service and carried out in depth interviews of various customers and data was analyzed using grounded theory methodology.

They found that combining multidisciplinary contributions to represent the customer experience elements enables the systematization of its complex information. The various elements can help to design a service which is holistic and result in great customer experience.

Moller(2013) & Moller & Halian (2000) studied the details about the sub processes within the customer experience which various researcher studies and found that the customer experience subprocesses or sub phenomenon generally dealt with definition of customer experience ,it's dimensions ,characteristics of customer experience and the level of aggregation of customer experience(Dyadic or systematic) alogwith goals ,aims of the customer experience. Similar study was done by Okhuysen & Bonardi (2011) and its observation were in line with that of Moller and Moller & Halian.

Philipp Klaus and Stan Maklan (2013) The authors point out that the process of customer experience goes beyond the direct service encounter and includes direct and indirect organizational functions and all the possible channels and touchpoints. They suggest consumers' evaluation of experience goes beyond the direct service encounter and includes direct and indirect encounters with all touch points, such as marketing communications, advertising, internet presence and after-sales care. Investigating the influence of each individual dimension on the outcomes, significant the results show that product experience and outcome focus have almost equally influence on all outcomes. The dimension peace-of-mind has the most significant influence of all dimensions on customer satisfaction and word-of-mouth

Tase-Lung chen et tal (2014)in their research on grounded theory for escapist experience pointed out three prepositions. They pointed that temporary visitors or tourists visiting popular places pursue positive experience such as relaxation and enjoyment. The uniqueness of place and specialty attracts visitors even at higher price and transportation difficulties and third preposition is that values associated with escapist experience are detachment ,pleasure ,wealth and social recognition. The study highlights that uniquely designing the experience attracts the tourists.

Bolton, R. N.et tal (2014) pointed out that radical approaches in service organizations help the service organizations to truly understand the customers and such approaches results in experiences which engages and enlightens the customers. They argue that organizations need to found small and impactful details for this,

Seregina, A. (2014)In his research , he explored

experiences of fantasy as performed in real life situations. He found that research theorize the experience of fantasy as a performance that takes place between reality and imagination but the embodies and social aspects have been largely ignored in the prior research. He therefore conducted an ethnographic study of live action role playing games and analyzed this through lens of performance study.The consumption elements included media products ,materials used in creating settings ,costumes and props. The findings include various benefits from the performance of fantasy including escapism , entertainment ,self-reflection ,personal growth ,participation and social criticism. He concludes that Fantasy performs an important role in consumer culture.

Evanschitzky, H. an et tal (2014) have studied the collective versus individual customer experience in diverse cultures for four countries and have found that interictally enjoyable customer experiences are associated with the same hedonic motivations. As compared to collective experience , they have found that self-oriented gratification is less associated with the hedonic experiences as compared to collective experiences even in diverse cultures

M. Åkesson, B. Edvardsson & B. Tronvoll (2014) studied the customer experience for self-serving technology. They pointed out that the self-service should facilitate actors value co-creation processes to enhance customer process. They also studied drivers which result in favorable and unfavorable experience. The main finding was that customer's experiences are formed through their social norms and rules (schema -as refereed by researchers).

Baxendale, S., Macdonald, E. K., & Wilson, H. N. (2015) observed effect of multiple touchpoints on brand consideration and indirectly on customer experience. They used real time tracking of various medias ,touchpoint frequency and found that both frequency and positivity at touchpoint affects the customer affective response. They also found in store communication to be more influential than other forms of media.

Ding, C. G., & Tseng, T. H. (2015) in their research explored relationship among brand experience ,hedonic emotions, and brand equity. They have used confirmatory factor analysis for assessing the validity and reliability of their findings. They have found that brand awareness and brand association do affect the perceived quality and hedonic emotions. These two factors mediate the relationship between brand experience and brand loyalty. They also found that experimental view of consumption is more dominant than the appraisal theory of emotions ,and

thus it plays major influence of brand experience on brand loyalty in summary the experiential view of consumption rather than the appraisal theory of emotion plays a dominant role in accounting for the influence of brand experience on brand loyalty.

Srivastava, M., & Kaul, D. (2016). The authors admit that attitudes are formed by past and present experiences and change as a function of consumer experience .Building loyalty can be found in successful customer experiences and is related with repeat purchase and high consumer spend. They found that loyalty as a variable has got very little research attention (gap) in existing literature, so they studied impact of customer experience on attitudinal and behavioral loyalty. They have added observed behavior and share of spend in their study as additional parameters. The study has demonstrated role of these two variables in overall loyalty framework.

Katherine N. Lemon & Peter C. Verhoef. (2016). In their research , they have conceptualized customer journey of a company which occurs during the entire purchasing cycle and includes multiple touch points in the process. They have taken dynamic view of the customer experience process from prepurchase to post-purchase processes which are essentially iterative. They have also evaluated how current constructs on customer experience and points out that customer experience is broadening the concept of customer satisfaction leading to a richer view and service quality can be considered as an antecedent of customer experience. They have also pointed out that the past experiences as well as external factors have a great effect on customer experience.

Jain et tal (2017) who has done a review of literature of customer experience points to similarity , difference and gaps in service and customer experience. However, the scope of study was limited to smaller number of samples still I have pointed out some important aspects between the service management and resulting customer experience.

Kranzbuhler (2018) tried to explore consumer experience from organizational and customer perspective and has classified customer experience into two levels -static reasrch on touchpoints in times versus dynamic evolution over time and two theoretical perspectives of consumer and organizational perspectives. His work does give insights to the practicians but again this was based on selected samples.

Grewal, Dhruv et tal (2017) in their research propose that companies or firms that use consciousness as a foundation or philosophy can create more engaging and meaningful customer experience. They explained that consciousness as

a philosophy include higher purpose and core values in firm's working and embedding it throughout the organization. The high purpose and core value will be a way of working which will benefits multiple stakeholders including customers ,employees ,suppliers ,investors ,environment and the community, this foundation or philosophy will achieve deeper engagement with customers ,deliver super customer experience ,establish emotional connections with customers and established a shared identity amongst all stakeholders. They further explain that the four pillars of this higher purpose are Conscious capitalism, Higher purpose ,Stakeholder integration, conscious leadership & conscious cultures.

Rajnish Jain, Jayesh Aagja, Shilpa Bagdare, (2017). In their study of literature on customer experience , authors have reviewed the relevance of experimental perspective ,service experience and customer experience to attract ,delight and retain the customers. They found that customer experience is an integrated and holistic process which is iterative and is facilitated through cognitive and emotional clues which are moderated by the customer & context and results into unique and pleasurable or unpleasurable memories. They felt a need for more empirical studies for developing a sound conceptualization of customer experience, examining its relationships with other constructs, and its generalization in different contexts.

Ruth Bolton et tal (2018) carried out study to explore innovations in customer experience at the intersection of the digital, physical, and social realms. Main emphasis was on new technology-enabled services, such as digital twins and automated social presence (i.e., virtual assistants and service robots).The conceptual framework by the authors identifies eight "dualities," or specific challenges connected with integrating digital, physical, and social realms that challenge organizations to create superior customer experiences in both business-to-business and business-to-consumer markets. The eight dualities are opposing strategic options that organizations must reconcile when co-creating customer experiences under different conditions. However, the study found that most of the researchers are focusing on one aspect rather than the total dualities and hence future research needs a focus on comprehensive research,

Chaney, D., Lunardo, R., & Mencarelli, R. (2018) in their research paper explored concept of customer experience from theoretical ,methodological and managerial levels alogwith risks associated with biased conceptualization of the consumer experience. They have introduced concept of

" Zoom in " and " Zoom out " for the customer experience. In " Zoom out" perspective , they felt that formalization and empirical general model of consumption experience is necessary. Going beyond this they point out that extension of the then current model so necessary going beyond just the decision making and requiring an integration of all phases of purchasing and consuming a product. This integration is expected to give depth ,complexity and conceptual richness of model. In " Zoom in " perspective , the authors suggest that multi-channel ,cross channel and omni channel strategies combining the physical and virtual channels has a potential to create new hybrid shopping experience for customer experience. They call this as a mix of experience which consists of brick and Press ,click and collect online/Offline experiences. This would give more insights into customer experience phenomenon.

Larissa Becker & Elina Jaakkola (2019) pointed out that customer experience has become a key concept in strategy and marketing, but the current state of literature is having very high fragmentation and multiple theocratical input leading to confusion. They have studied multiple reasrch and found that the two main categories under which customer experience is studied are managerial stimuli or consumption process. They have come out with a four fundamental premises of customer experience namely Customer experience is spontoons, unintentional reaction to stimuli and ranges from ordinary to extraordinary intensity with it being inside and outside the company and is dynamic. Third preposition was that this experience is specific, and context based, and company can only design. Monitor and manage it and cannot control it.

V. CONCLUSION.

From Adam smith to today , there has been gradual process in the journey to customer experience. While our review of literature tried to cover major knowledge additions and paradigm shifts during our review journey , we can come up with 10 milestones in this journey. As the switchover is gradual , you will find overlapping of years, which is based on approximation but gives the time. Based on review of literate. There is no clear-cut boundary for shift from one logic to another and also as of today ,many of the logics are still used in a hybrid model. As also before 1920 also there were logics which combined both good and service logics.

- Goods dominant logic (1920-1935)
- Service oriented logic (1932-1945)
- Total Quality management (TQM) & Total productive Maintenance(1960-1990)

- Customer decision making process (1960-1970)
- Service dominant logic (1960-1980)
- Customer satisfaction (1960-1996))
- Relationship marketing (1975-1995))
- Customer relationship management (CRM) 1990-2000
- Customer centricity and focus (2000-2005).
- Customer experience management (1998 -Continue)

Customer experience is a separate economic offering and not alone service. (Pine II & Gilmore 1998) really fueled CX as a prime mover. Environmental stimuli are linked to behavioral responses was the observation before Pine and Gilmore research.(Mehriban & Russel 1974). During 1960's Japanese pioneered the concept of total quality management followed by total plant maintenance (TPM) which has made quality and efficiency as a given parameter for a product or service. Goods dominant and service logic was prevalent from 1920 to almost 1945) where OEM/Firms decided what the customers wants. Service to service dominant logic theory took roots between 1960 to 1980 and it concentrated on not only on product or good but providing satisfying service to customer throughout lifecycle. Customer satisfaction concept was taking roots in between alogwith customer relationship and started from 1960 to 1996. Now customer satisfaction is included as part of customer experience. With digital movement of 1995 onward customer centricity and focus with digital CRM was a trading concept till 2005. The customer experience concept which gained traction from Pine II and Gilmore (1998) is now dominating the last two decades. There are various thought processes ,methodologies and schools of thoughts which emerged in customer experience since 1998 but as of today it is the focal point and considered as a competitive edge for firms in the market,

Fear ,anger ,joy ,sadness ,disgust ,acceptance ,expectancy and surprise are the dimensions of emotional classification of customer (Plutchik 1980) was in support of customer experience (Pine and Gilmore 1998). Earlier to this observation ,Holbrook and Hirschman (1982) pointed that then information processing and rational decision theory neglects consumer customer experience such as hedonic experience. Experiences include not only actions & feelings but the inner thoughts and reflections because of those experience observed Abrahams, R.D. Et tal (1986) ,giving weightage to consumption experience theory. Regardless of modernization ,culture ,social status ,age or gender the respondent describe the enjoyment in the same

way, observed Csikszentmihalyi, M. (1990). American shopping spree is not only a self -indulgence but is an essential part of successful pursuit of happiness was confidently researched by Lebergott , S .(1993). Consumption activities of customer results in hedonic and utility-based outcomes was the research outcome of study of Babin et tal (1994). Arousal and pleasure , a positive effect leading to delight for customers was the observation of Oliver R.L.& et tal (1997).Schmitt(1999 a) observed that customer buy experiences rather than product and services. In 2000 , a reasrch by Novak T.P. at tal. Provided an insight that a very extraordinary online customer experience is significantly and positively related to fun, recreational and experimental use of web and online portals.

New ideas came pruning. Covering customer into your advocates using superior customer experience was suggested by Smith, S. and Wheeler, J. (2002).Another pioneering thought was if organization ,employees are aligned and empowered , a unique customer experience can be created. (Milligan, A. and Smith, S. (2002). While C.K.Prahald and V.Ramaswamy (2004) argued for co-creation of value with customer in win- win situation for firms. Edvardsson, B., Enquist, B., & Johnston, R. (2005) introduced concept of experience room where hyper reality can be used to increase the customer experience.

Another paradigm shift thought was human -product interaction. The focus was on asthenic experience ,experience of meaning and emotional experience's products ability to create delight or pleasure or sensory enlighten falls under aesthetic experience.(Desmet, P. and Hekkert, P. (2007). Another thought proving observation was experimental branding does not require memorable experience and emotional bonding between customer and company to drive loyalty.(Kwortnik, R.J. 2010).

Meaning and role of value in customer experience is emphasized by Gallarza, M.G. et tal (2011) and Helkkula .et ta; (2012). While there are criticism also , very concept and notion of consumption experience is still incomplete and suffer from lack of total conceptualization.(Roederer, C. 2012). While Philipp Klaus and Stan Maklan (2013) The authors point out that the process of customer experience goes beyond the direct service encounter and includes direct and indirect organizational functions and all the possible channels and touchpoints.

One interesting finding is ,collective versus individual customer experience in diverse cultures for four countries and it is found that that interictally enjoyable customer experiences are associated with the same hedonic

motivations. Evanschitzky, H. an et tal (2014). While as given in many research papers . conceptualized customer journey of a company which occurs during the entire purchasing cycle and includes multiple touch points in the process with clues.(Katherine N. Lemon & Peter C. Verhoef. 2016).

While summarizing , we would like to conclude that last 3 decades saw phenomenal knowledge built up ,methodologies and framework ,measurement and some paradigm shift insights and concepts. Each of the study has its own merits and demerits with respects to assumptions ,boundaries and technique , however these contributions have made customer experience area of study a really multi-dimensional one.

VI. LIMITATIONS AND FURTHER RESEARCH

- Much of the reasrch is focusing on retail , online shopping ,hospitality ,digital products while very few studies are available in Primary industries like Automobile , Chemical and textile one.

- Uniform and generally accepted definition of " Customer experience " is still not finalized and a difficult one considering difference school of thoughts.

- Integrated and Holistic framework for multidimensional nature of Customer experience is still evolving .(Cognitive ,Consumption ,Transcend ,Hedonic and so on.)

- Internal stakeholders' contribution is under emphasized in current literature (Barring few reasrch) in creating a great customer experience

- Measure of customer experience is still in infancy with measures like NPS (Net promotor score) but there is chance to further enhance.

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