

Investigating the Impact of Customer Engagement on Customer Value in Case of Mobile Travel Apps

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Abstract Companies have developed mobile apps to capture the time the consumers spend on mobile phones and thus engaging them for delivering value. Review of literature has highlighted that less work has been done to comprehend the relationship between Customer Engagement and Customer Value. Therefore, in order to help organizations in formulating context-specific decisions, this research paper investigates the relationship between Customer Engagement and Customer Value in the case of mobile travel apps. The survey of 200 users of mobile travel apps from Jammu city was conducted employing non-probability sampling. A structured questionnaire was developed and personally administered. ANOVA, descriptive analysis, regression and reliability analysis were performed using SPSS 17. The findings proposed that travel app companies can actively incorporate strategies to enhance Customer Engagement, which eventually delivers higher value to the customers. The results could help the travel app companies in engaging customers for better marketing of its services by delivering enhanced customer value thus strengthening its customer relationships.

Keywords: Customer Engagement, Customer Value, Mobile Travel App

INTRODUCTION

Customer has always been the key stakeholder for the marketers all across the globe and as such, organizations are continuously putting in efforts for deep understanding of the ever evolving field of consumer behaviour. This understanding is indispensable in the era of mobile revolution wherein customers look for immediate access to quality products, quick service and that too at competitive prices. Thus, pointing towards the fact that the customer expectations from the companies have risen and changed to a larger extent.

In response to these changes, marketers are rolling out new and different marketing strategies to meet customer expectations. Furthermore, digital innovations have changed the business-consumer relationship. The relationship between the consumer and service provider has gained a lot of interest in the marketing literature (Mattila, 2006; Palmatier, Dant, Grewal & Evans, 2006), and has established the foundation for Customer Engagement (Rather & Sharma, 2017).

The companies are putting in a lot of efforts in building strong engagements across all categories of customers. Customer Engagement has emerged as a popular marketing practice among variety of business organizations. The significance of Customer Engagement for marketing decisions has been pointed out by Van Doorn, Lemon, Mittal, Nass, Pick, Pirner, and Verhoef (2010) and Brodie et al. (2011a). Looking at the importance of Customer Engagement, most companies are now focusing on their engagement initiatives (Voyles, 2007). Dessart, Veloutsou and Morgan-Thomas (2015) have also added that having an engaged customer base is rapidly becoming one of the key objectives of marketing managers.

Customer Engagement has been in the focus in the recent marketing research works (Calder, Malhotra & Schaefer, 2009; Vivek et al., 2012; Brodie et al., 2013; Vivek et al., 2014; Dessart et al., 2016; Islam et al., 2017; Odoom et al., 2017; Rather & Sharma, 2017; Rather, 2018), but much of it is conceptual in nature and empirical investigation is relatively lesser (Hapsari et al., 2017; Islam et al., 2017;

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So et al., 2014). Also, the present literature with respect to Customer Engagement does not clarify the difference between developed and developing countries (Odoom et al., 2017). The research studies stressed upon the need to undertake further research on Customer Engagement in different service settings and different countries in order to develop more insight on the concept (Brodie et al., 2011; Burgess and Steenkamp, 2013; Dovaliene, Masiulyte & Piligrimiene, 2015; Hollebeek et al., 2016b; Odoom et al., 2017; Rather, 2018). The study of Vivek et al. (2012), has also propounded that the research on Customer Engagement should extend to online engagement context also to make it more meaningful. Therefore, more understanding of this construct is important as its latest emergence is seen as an essential marketing variable (Dessart et al., 2016; Hapsari et al., 2017; Hollebeek & Chen, 2014; Islam et al., 2017; Rather, 2018).

Customer Engagement has an immense potential for affecting the customer outcomes. Many research studies (Brodie & Hollebeek, 2011; Vivek, Beatty & Morgan, 2012; Bakanove, 2013; Dovaliene, Masiulyte & Piligrimiene, 2015), have acknowledged the role of Customer Engagement in creating long-term sustainable business relationships and enhancing future consumption. Also, the research of Rajah, Marshall, and Nam (2008), Mollen and Wilson (2010), Hollebeek (2013), Brodie, Ilic, Juric, and Hollebeek (2013), have found that Customer Engagement driven by particular circumstances leads to higher perceived Customer Value and better satisfaction. Furthermore, the study conducted by Rhoden (2011) in case of mobile applications, pointed that those mobile applications are relevant that bring value to customers and drive engagement. Another study (Kim et al., 2013) propounded that Customer Engagement in mobile technology leads to perceived value.

It is important to highlight that the effectiveness of engagement marketing depends on the firm's ability to identify and leverage Customer Value (Harmeling et al., 2016) and Hollebeek et al., 2016). And also the review of literature has highlighted that less work has been done to comprehend the relationship between Customer Engagement and Customer Value (Kumar et al., 2010; Brodie & Hollebeek, 2011; Vivek et al., 2012). Therefore, this paper empirically examines the relationship between Customer Engagement and Customer Value.

It has been observed that customer engagement holds more relevance in mobile era as there is direct interaction between the company and the customer. Engaging the customer at right time with relevant content is the marketing practice that is being followed by the mobile Apps. Businesses are finding value in mobile and web Apps to boost Customer Engagement. Mobile applications help marketers in meeting high-end customer expectations by delivering a solid mobile presence with customised interfaces for the best experience. Mobile applications make customer buying process smooth,

automate regular processes and enable new possibilities that drives customer engagement.

It is important to mention that the venture capitalists and mobile developers are not just focusing on App downloads but, rather putting the attention on levels of Customer Engagement. Companies are using engagement metrics to analyze how customers are using products and this is further helping the companies in formulating tailor-made products and services. Today customers are busy using their mobile devices for a larger fraction of time. Companies have developed mobile apps to capture the time customers spend on mobile phones and thus engaging them for delivering value.

Though the digital revolution has developed disruptive business models, but at the same time has brought in new business opportunities and one of them is the concept of Customer Engagement. In order to capture these opportunities firm need to manage the Customer Value properly. In context of the above, there is a dire need to understand the value delivered through the Customer Engagement activities in case of mobile Apps, as the ultimate goal of marketing activities of all the organizations is to deliver higher Customer Value (Dovaliene et al., 2015). In this reference, this paper seeks to find solution to the question: Does Customer Engagement has an impact on Customer Value? What type of a relationship exists between Customer Engagement and Customer Value in case of mobile apps? This paper has undertaken empirical investigation to find answer to these questions. Therefore, the present study is an attempt to address these research questions with the objective to evaluate the relationship of Customer Engagement and Customer Value.

REVIEW OF LITERATURE

Customer Engagement

Customer Engagement is one of the most discussed topics among the academicians and marketers. In marketing literature, Customer Engagement has been conceptualized in different ways. According to the research conducted by Brodie et al. (2011), the interpretation of Customer Engagement diverge, depending upon actors, i.e., subjects (e.g. customers, employees) and objects (e.g. brand, service, course, mobile application) of engagement. Some researchers name it as customer brand engagement (Hollebeek, 2011), while some look at Customer Engagement as a process (Sashi, 2012). It is also considered as individual's interaction and connection with the brand, organizational offering or activity (Vivek et al. 2012). Also Furthermore, few authors (Gambetti, Graffigna & Biraghi, 2012; Mollen & Wilson, 2010) consider only online context of the concept.

Many research studies propose that the conceptualization of Customer Engagement not only requires action but should

focus on including both behavioural and psychological dimensions (Brodie et al., 2011; Hollebeek, 2011; Patterson, et al., 2006; Vivek 2009). In marketing literature, Customer Engagement has also been bifurcated into two categorizations – unidimensional conceptualizations that include the behavioural component of Customer Engagement (Kumar et al., 2010; Van Doorn et al., 2010), and multi-dimensional conceptualizations that includes the three dimensions, namely, behavioural, cognitive and emotional (Brodie et al., 2011; Hollebeek, 2011; So et al., 2012; Vivek et al., 2012; Rather & Sharma, 2016).

Apart from this, some researchers have explained the experiential nature of Customer Engagement (Calder, Malthouse and Schaedel, 2009; Sashi, 2012) while some describe it as a motivational process as it involves the psychological state (Brodie et al., 2011b). Viveket al. (2012) have explained Customer Engagement based on two different perspectives 1) from practitioners point of view Customer Engagement is being understood as activities facilitating repurchase behaviour and strengthening customer commitment to a brand; 2) from academic point of view Customer Engagement could be treated as a measure of intensity of participation with organization and other customer in a mutual knowledge exchange process.

The research study of Mollen and Wilson (2010) has put forward three main themes of Customer Engagement 1) mental state along with active and sustained cognitive processing 2) assurance of instrumental and experiential value 3) emotional bonding, pleasure and satisfaction. Similar proposal of Customer Engagement has been propounded by Cheung, Lee and Jin (2011). According to them there are three focus areas of Customer Engagement, i.e. as a process, as a behavioural manifestation and as a psychological state.

According to Macey and Schneider (2008), and Brodie et al. (2011; 2013); Dovaliene et al. (2015), the three main dimensions of Customer Engagement are - cognitive, emotional, and behavioural. Kim et al. (2013) in their study of mobile user engagement focused on cognitive, affective and conative stages of user engagement; that are same as above mentioned cognitive, emotional and behavioural dimensions. Researchers have pointed out that further deliberations and research are necessary in order to know Customer Engagement phenomenon in more detail (Dovaliene et al., 2015). Therefore, to fill this gap of knowledge, the present study has been undertaken.

Customer Value

Customer Value is the fundamental basis for all marketing activity, as it is a useful tool in attracting and retaining customers in long (Dovaliene et al., 2015). It has been

regarded as one of the most crucial factors in the success and long term sustainability of both manufacturing businesses and service providers (Woodruff, 1997; Gale 1994, Flint et al., 2002). Many researchers (Vera & Trujillo, 2013; O'Cass & Ngo, 2012; Troilo et al., 2009; Abdel, 2008; Tseng et al., 2007; Guenzi & Troilo, 2007) have propounded that organizations compete for offering higher Customer Value.

Value in services is described by Zeithaml and Bitner (1996) as the '... key competitive factor defining the way services are bought and sold ...'. One established outcome of the extant work is that the term 'Customer Value' represents a complex construct that, though is not accessible by direct observation, influences purchase behaviour, customer satisfaction and loyalty, to mention only some commercial aspects.

In this context, the research study of MinnaPura (2008) conducted on mobile services has taken into account the latest changes which swept the mobile services market and identified six dimensions of Customer Value: conditional, epistemic, emotional, social, convenience and monetary value. The author, however, has classified these into two groups of values namely context-related perceived value (conditional and epistemic value) and the content-related perceived value (emotional, social, convenience and monetary value).

The value of a product or service (as interpreted from the consumer's point of view) is the outcome of the consumer's subjective judgement of the product or service offering (Zeithaml, 1988; Woodruff & Gardial, 1996; Anderson & Narus, 1998).

Morar (2013) has identified two approaches to perceived value. The first approach of perceived value is divided into two parts: one is sum of benefits (economic, social and relational), and the other one is made up of all sacrifices made (price, time, effort, risks and opportunities) by the consumers (Grewal et al., 1998; Cronin et al., 2000). The study of Miladian and Sarvestani (2012) conducted by considering the virtual communities, analysed functional, social and emotional value, whereas the research of Park and Ha (2015) stressed upon the importance of utilitarian and hedonic dimensions of value.

Commonly, Customer Value is viewed as a combination of utilitarian and hedonic value. Utilitarian value includes the perceived usefulness of the product or the service and is always goal-oriented. This aspect of Customer Value has been consistently reported as a strong indicator of technology use intentions in information system research (Childres et al. 2001; Legris et al., 2003; Venkatesh & Davis, 2000). Hedonic value is mainly for social acceptance, belongingness needs, fun, comfort and esteem needs

(Sheth et al., 1991). This construct has gained importance in technological environments, where people perceive the process of using a service more important than the result of consumption (Novak et al., 2003). The utilitarian and hedonic classification is based on the research, which states that the services can be classified based on the relative importance of the hedonic and utilitarian value they generate for customers (Chaudhuri & Holbrook, 2002). This two-dimensional view implies that customers use certain mobile services for utilitarian reasons to achieve a goal and other mobile services for hedonic benefits. Therefore, in the present study, hedonic and utilitarian dimensions of Customer Value are considered.

Mobile Apps

The increase in the usage of Smartphone has created a new business of mobile apps. It is essential for the organizations to comprehend the fact that in 2019, people downloaded 204 billion mobile apps to their connected devices as compared to a figure of 140.7 billion in 2016 (Statista, 2020). State of Mobile (2020) report of App insights company (App Annie) has pointed out that India has emerged as the fastest growing app market in the world with 19 billion apps downloaded in 2019, up from 6.55 billion in 2016. Looking at the rate of growth of mobile apps, organizations are increasingly recognizing the power of mobile commerce apps for engaging customers (Dinner, van Heerde & Neslin, 2015).

On other hand, research studies have also indicated that the mobile app user behaviour differs significantly across countries (Lim et al., 2015). Also in case of mobile applications, success requires more than just usable technology – applications need to engage the customers (Kim et al., 2013), thus highlighting the importance of studying Customer Engagement that is a context-driven construct. Also, a number of existing studies, including that of McCormic et al. (2014), Bonfiglio (2016), Spillecke and Perrey (2012) and Peltola et al. (2015) emphasize the importance of proper management of digitalization and Customer Value. Providing customers greater value through technological and mobile services has been an evolving topic in the services marketing literature (Gummerus et al., 2011; Pihlström et al., 2008; van Riel et al., 2005). Moreover, it is essential, theoretically as well as managerially, that consumer engagement is not treated as an outcome but rather a process, which leads to more measurable outcomes (Rather, 2018). Therefore, in order to help organizations in formulating context-specific decisions, this research paper investigates the relationship between Customer Engagement and Customer Value in the case of mobile travel apps. This paper aims to contribute to this gap of knowledge also.

THEORETICAL BACKGROUND AND HYPOTHESES DEVELOPMENT

Relationship Marketing Theory

The theoretical bases of Customer Engagement is ingrained in the theory of relationship marketing and interactive service experiences (Brodie et al., 2011; Vivek et al., 2012; Rather, 2018). Also according to Tzokas and Saren (1999) value is located in the competitive and collaborative acts of the consumers and transformed by means of dialogue in the relationships between the firm and its customers. Thus, consumers and firms full interests can only be realised through the relationship between them and dialogue is the necessary mechanism for the creation of unique inter-experiences and hence trans-formational value for both parties. Based on these studies, it is understood that through Customer Engagement companies try to build relationship with the customers. The built relationship between the company and the customer is beneficial for the both, as the firm gets the business benefits and customers receive value from that built relationship.

Social Exchange Theory (SET)

As per the Social Exchange Theory (SET), individuals always take the benefits (tangible as well as intangible) and subtract the costs to determine the worth of a relationship. Individuals engage themselves in positive relationships as the gains are more (Guo, Gruen & Tang, 2017). For engaging the customers more, the organizations must deliver benefits (value) to the customers over a period of time (Brodie et al., 2011; Hollebeek, 2011). In this exchange process through Customer Engagement, the organizations receive enthusiastic participation and cognitive attention of the customers ((Blau, 1964; Harrigan et al., 2017). In other words, it is said that consumer and marketer both must perceive that the exchange is equitable (Brodie et al., 2011; Hollebeek, 2011). In the recent social, economic and relationship discussion the Social Exchange Theory (SET) highlights the issue of customer reciprocity perspective (Eiriz & Wilson, 2006; Hu et al., 2011). Further, the social exchange theory assumes that the influence depends on the multiple stimuli of value or benefits (Hinde, 1995; Zafirovski, 2005). Based on these assumptions there is a need to conduct research to look into multidimensional value perception to understand the dynamic nature of value creation in service and brand (Grönroos & Gummerus, 2014).

In the view of above-mentioned gaps, based on relationship marketing theory and social exchange theory, the present paper aims to propose that Customer Engagement affects

Customer Value in context of mobile travel apps. Therefore, this research paper serves to further develop existing literature for understanding in Customer Engagement, Customer Value and customer relationships. Thus based on the above literature review, the hypothesis of the study is proposed as follows:

H1: Customer Engagement has a positive impact on Customer Value.

Research Objectives

Keeping in view, the hypothesis framed in the study, the following research objective was set:

- To analyse Customer Engagement with respect to the demographics.
- To examine the level of Customer Engagement with respect to travel Apps.
- To investigate the relationship between Customer Engagement and Customer Value.

RESEARCH METHODOLOGY

Research Instrument and Data Collection

A structured questionnaire was developed that consisted of three parts; part one consists of demographic information like age, gender, occupation; part two consists questions pertaining to Customer Engagement with respect to the length of app usage, frequency of app usage per week and the time spent on app per visit and the third part of the questionnaire consist of Customer Engagement and Customer Value scales. Both the constructs of the study were measured on a 7 point Likert scale (1 for strongly disagree and 7 for strongly agree) to express degree of agreement. Customer Engagement has been measured using the scale developed by Vivek, et al. (2014). Utilitarian and Hedonic value was measured using the scale developed by Van der heijden (2004), Utilitarian aspect include the ease, speed (Anderson & Srinivasan, 2003) and relative advantage (Rogers 1995). In hedonic value, emotional and social value was also included (Sweeney & Soutar, 2001).

The respondents for this research was limited to the users of mobile travel apps. The geographical area for data collection was from Jammu city of Jammu and Kashmir, India. The respondents were interviewed using a structured questionnaire to find about their perception regarding Customer Engagement and Customer Value. The quantitative research method (survey) has been undertaken for the purpose of the research and to test the relations empirically in the case of mobile travel apps. The study

used cross-sectional design wherein the data was collected only once from the respondents. The questionnaire was also pretested to check for the wordings and the meaning of the questions, for achieving the content validity. The questionnaire was distributed to 200 respondents, out of which 180 questionnaires were returned and completed, constituting approximately 78% response rate. The response rate was high because of the personal administration of the questionnaire.

Sample Size and Design

Sample size was selected in reference to the number of observations used to measure the Customer Engagement and customer loyalty construct. Each item requires a minimum of five observations and a maximum of ten observations (Hair, Black, Babin, Anderson & Tatham, 2008). This study construct restricted to 21 statements, so it was determined to take 200 as the sample size. The survey was conducted employing non-probability sampling. Convenience sampling technique was used for collecting responses from 200 users of mobile travel apps from Jammu city.

ANOVA, Regression, Descriptive statistics and Reliability analysis were performed using SPSS 17.

DATA ANALYSIS

Reliability and Validity

The primary data collected from the respondents for the study has been tested for reliability and validity. The reliability of the instrument has been tested by measuring the value of Cronbach's alpha coefficient (for Customer Engagement = 0.813 and Customer Value = 0.724) Further, the data has been checked for content validity, convergent validity and discriminant validity. The criteria for content validity was fulfilled through exhaustive literature review. Convergent validity results have proven that majority of the variables under-extracted factors exhibit appropriate consistency ($R > 0.5$). The results of discriminant validity show that the factors extracted after factor analysis are valid as there is a very low correlation among the factors ($R < 0.5$).

The first objective pertaining to the analysis of Customer Engagement with respect to demographics was achieved by using ANOVA. Analysis of variance (ANOVA) as a statistical tool is used to compare the means of more than two populations. In the present study, the data was subjected to ANOVA test in order to analyze the variation in level of Customer Engagement with respect to gender, age and occupation of the respondents.

Table 1 below represents the response of gender towards the travel app engagement. The results of the analysis represent

little more than moderate level of engagement with the travel app. The mean value for response of females is higher than that of males, clearly indicating the females are more engaged with travel apps as compared to males. Furthermore, Table 2 reflects the results of analysis of variance among the

females and males with respect to engagement with the travel app. It can be seen from the significance column that there is a significant variation between males and females with respect to engagement. Post hoc tests were not performed for Customer Engagement because there are fewer than three groups.

Table 1: Descriptive for Customer Engagement with Respect to Gender

Gender	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	85	3.4425	1.40903	.15283	3.1386	3.7464	1.00	6.36
Female	95	4.0126	1.16917	.11995	3.7744	4.2507	1.08	6.00
Total	180	3.7434	1.31567	.09806	3.5499	3.9369	1.00	6.36

Table 2: ANOVA: Customer Engagement with Respect to Gender

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	14.580	1	14.580	8.789	.003
Within Groups	295.266	178	1.659		
Total	309.846	179			

The following Table 3 below represents the response towards the travel app engagement with respect to different categories of age. The mean value for Customer Engagement is highest in case of age category of 45-54 years, followed by age group of 18-24 and 25-34 years. Customer

Engagement mean values are least in for the age group 35-44. Furthermore, Table 4 reflects the results of analysis of variance among different age groups. The results reveal that is significant variation in levels of Customer Engagement among respondents of different age category ($p = .023$).

Table 3: Descriptive for Customer Engagement with Respect to Age

Age Group	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
18-24	64	3.8650	1.20323	.15040	3.5645	4.1656	1.42	5.83
25-34	53	3.8700	1.23972	.17029	3.5283	4.2117	1.61	6.00
35- 44	45	3.2475	1.49408	.22272	2.7987	3.6964	1.00	6.36
45- 54	18	4.1775	1.19420	.28148	3.5836	4.7713	2.69	6.00
Total	180	3.7434	1.31567	.09806	3.5499	3.9369	1.00	6.36

Table 4: ANOVA: Customer Engagement with Respect to Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.253	3	5.418	3.248	.023
Within Groups	293.594	176	1.668		
Total	309.846	179			

Once it was determined from ANOVA that the differences do exist among the means, Tukey's honestly significance difference (Tukey's HSD) test which is a post hoc test was used to determine the differing means. This test identifies homogeneous subsets of means that are not different from

each other at an alpha value of 0.05. The results of the same is represented in Table 5 indicate that travel app users in the age group of 45-54, 18-24 and 25-34 years are found to be more engagement with the travel apps as compared to the age group of 35-44 years.

Table 5: ANOVA: Tukey's HSD Homogeneous Subsets for Customer Engagement with Respect to Age

Age	N	Subset for Alpha = 0.05	
		1	2
35-44	45	3.2475	
18-24	64	3.8650	3.8650
25-34	53	3.8700	3.8700
45-54	18		4.1775
Sig.		.179	.737

Tables 6 below represents the response towards the travel app engagement with respect to occupation. The mean value for Customer Engagement is highest in case of housewives, followed by service and business category of respondents. Customer Engagement mean values are least in case of students. Furthermore, Table 7 reflects the results of analysis of variance among different age groups. The results reveal that is significant variation in levels of Customer Engagement among respondents of different occupational category ($p = .023$)

Table 6: Descriptive for Customer Engagement with Respect to Occupation

Occupation	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Student	31	2.9516	1.62769	.29234	2.3546	3.5487	1.00	6.36
Housewife	27	4.4588	1.09912	.21153	4.0241	4.8936	2.44	5.83
Service	51	3.9504	1.32085	.18496	3.5789	4.3219	1.72	6.22
Business	71	3.6682	1.04116	.12356	3.4218	3.9147	1.75	6.00
Total	180	3.7434	1.31567	.09806	3.5499	3.9369	1.00	6.36

Table 7: ANOVA: Customer Engagement with Respect to Occupation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.842	3	11.947	7.674	.000
Within Groups	274.004	176	1.557		
Total	309.846	179			

Tukey's honestly significance difference (Tukey's HSD) test was further used to determine the differing means. The analysis represents that engagement with travel app user is higher in case of housewives, followed by students and service class respondents. It is least in case of business people.

The second objective of the study was to analyse the level of Customer Engagement with respect to travel apps. Again ANOVA was administered to analyse the variance in Customer Engagement with respect to the length of app usage, frequency of app usage per week and the time spent on app per visit.

Table 8: ANOVA: Tukey's HSD Homogeneous Subsets for Customer Engagement with Respect to Occupation

Occupation	N	Subset for Alpha = 0.05	
		1	2
Business	17	3.1520	
Service	59	3.5904	3.5904
Student	84	3.8241	3.8241
Housewife	20		4.3583
Sig.		.199	.111

The descriptive statistics for Customer Engagement with respect to the length of travel app are shown in Table 9. Most of the respondents are using the app for duration of 1-2 years. But the ANOVA table shows that there is no significant difference between Customer Engagements with respect to the duration of app usage ($p = 0.831$). It means that even if the customer has been using the app for a long time, it does not lead to higher degree of engagement with the app.

Table 9: Descriptive for Customer Engagement with Respect to Length of Travel App Usage

Length of App Usage	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Upto 6 months	19	3.5292	1.58778	.36426	2.7640	4.2945	1.08	6.22
6-12 months	27	3.8374	1.53602	.29561	3.2298	4.4451	1.00	6.00
1-2 years	80	3.7094	1.18474	.13246	3.4457	3.9730	1.61	6.00
More than 2 years	54	3.8220	1.30818	.17802	3.4650	4.1791	1.72	6.36
Total	180	3.7434	1.31567	.09806	3.5499	3.9369	1.00	6.36

Table 10: ANOVA: Customer Engagement with Respect to Length of Mobile App Usage

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.537	3	.512	.292	.831
Within Groups	308.310	176	1.752		
Total	309.846	179			

Below represented Tables 11, 12 & 13 represent the analysis of Customer Engagement with respect to the time spent by the customer on travel app per visit. The analysis points out that most of the respondents are engaged with travel apps for 15-30 minutes followed by engagement for 30min - 1hour, once they visit the app. The ANOVA table shows that there is significant variation in the level of Customer Engagement with the app with respect to the frequency of time spent by the customer on travel app per visit ($p = .000$).

Table 11: Descriptive for Customer Engagement with Respect to Time Spent on App/Visit

Time Spent on App per Visit	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Less than 15 min	31	2.9516	1.62769	.29234	2.3546	3.5487	1.00	6.36
15 – 30 min	71	3.6682	1.04116	.12356	3.4218	3.9147	1.75	6.00
30 min- 1 hr	51	3.9504	1.32085	.18496	3.5789	4.3219	1.72	6.22
More than 1 hr.	27	4.4588	1.09912	.21153	4.0241	4.8936	2.44	5.83
Total	180	3.7434	1.31567	.09806	3.5499	3.9369	1.00	6.36

Table 12: ANOVA: Customer Engagement with Respect to Time Spent on App/Visit

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.842	3	11.947	7.674	.000
Within Groups	274.004	176	1.557		
Total	309.846	179			

The further analysis using Tukey's honestly significance difference (Tukey's HSD) test was conducted to determine the differing means. The analysis represent that the level of engagement of customers who are engaged with the travel app for less than 15 min, is different from the level of engagement of customers who are engaged with the travel app for more than 15 min.

For understanding the level of Customer Engagement with respect to travel app usage, the frequency of travel app usage

per week was also analysed. Most customers get hooked up with the travel app 2-3 times a week. The results point out towards the fact that the travel app users, in a week have a moderate level of engagement with the app i.e. they are not highly engaged (Table 14).

Table 13: ANOVA: Tukey's HSD Homogeneous Subsets for Customer Engagement with Respect to Time Spent on App/Visit

Time Spent on App per Visit	N	Subset for Alpha = 0.05		
		1	2	3
Less than 15 min	31	2.9516		
15 – 30 min	71	3.6682	3.6682	
30 min - 1 hr	51		3.9504	3.9504
More than 1 hr.	27			4.4588
Sig.		.059	.751	.279

Table 14: Descriptive for Customer Engagement with Respect to Frequency of App Usage per Week

App Usage per Week	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
once	42	3.1953	1.14100	.17606	2.8398	3.5509	1.11	6.04
2-3 times	64	3.6166	1.08917	.13615	3.3445	3.8887	1.22	6.39
4-5 times	57	4.3554	1.21603	.16107	4.0328	4.6781	1.61	6.00
Several times	14	3.8849	1.59911	.42738	2.9616	4.8082	1.61	6.00
Total	177	3.7758	1.25964	.09468	3.5889	3.9626	1.11	6.39

Significance column of ANOVA table (Table 15), indicates that there is a variation in the level of engagement with the travel app with respect to the

frequency of use of app in a week. The values of Table 16 indicate that level of engagement with the travel app varies.

Table 15: ANOVA: Customer Engagement with Respect to Frequency of App Usage per Week

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	35.091	3	11.697	8.288	.000
Within Groups	244.166	173	1.411		
Total	279.256	176			

Table 16: ANOVA: Tukey's HSD Homogeneous Subsets for Customer Engagement with Respect to Frequency of App Usage per Week

App Usage per Week	N	Subset for Alpha = 0.05	
		1	2
once	42	3.1953	
2-3 times	64	3.6166	3.6166
Several times	14	3.8849	3.8849
4-5 times	57		4.3554
Sig.		.104	.071

The third objective of the study is to investigate the relationship between Customer Engagement and Customer Value in case of mobile travel app. The objective has been

accomplished by using Regression analysis. This objective has been statistically analysed below in Table 17 which depicts that the p value has been found out to be statistically significant ($p = 0.000$) thus leading to the conclusion that there exists a linear relationship between Customer Engagement and Customer Value in case of mobile travel app. Furthermore, Table 18 clearly indicates that Customer Engagement has a significant and a positive impact on Customer Value. The R square value of 0.499 indicates that the variation in Customer Value up to 50% is caused by Customer Engagement. The more the travel app is able to engage the customer on to the app, greater is the level of Customer Value.

Table 17: ANOVA: Customer Engagement and Customer Value

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.421	3	36.140	58.459	.000a
	Residual	108.806	176	.618		
	Total	217.227	179			

a. Predictors: (Constant), SC, EP, CA

b. Dependent Variable: V

Table 18: Model Summary: Customer Engagement and Customer Value

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.706a	.499	.491	.78627	.499	58.459	3	176	.000

a. Predictors: (Constant), SC, EP, CA

Table 19: Regression Coefficients: Customer Engagement and Customer Value

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.320	.179		12.977	.000
	Enthusiastic Participation	.215	.051	.310	4.225	.000
	Cognitive Attention	.234	.054	.333	4.366	.000
	Social Connection	.131	.051	.174	2.586	.011

a. Dependent Variable: Customer Value

The β coefficient (Table 19) has indicated that all factors of Customer Engagement have significant positive impact on Customer Value. Of all the factors, Cognitive Attention is the factor that has the major influence ($\beta = 0.234$; p -value = 0.000) on the Customer Value, subsequently followed by Enthusiastic Participation by the customer ($\beta = 0.215$; p -value = 0.000) and then by Social Connection ($\beta = 0.131$; p -value = 0.011) factors.

The data analysis has clearly depicted that the efforts that the travel apps have put up to engage the customers have proven to have a significant positive impact on Customer Value and in order to deliver more Customer Value, the organizations must focus on such initiatives that have the ability to strongly engage the customers on to the app. Further, results clearly indicate that the key factors to be kept in mind by travel apps, while strategizing the Customer Engagement initiatives, are

cognitive attention, followed by enthusiastic participation and further followed by social connection.

FINDINGS AND CONCLUSION

The first objective pertaining to the analysis of Customer Engagement with respect to demographics was achieved by using ANOVA. The figures revealed an average result for level of Customer Engagement with travel app (mean value = 3.77). Further, the results of the test revealed that there is significant variation in Customer Engagement with respect to gender ($p = .003$), age ($p = .023$) and occupation ($p = .029$). As compared to male counterparts, females are more engaged with the mobile travel apps. With respect to age of the respondents, app users in the age groups of 18-24, 25-34 and 45-54 years are more engaged as compared to 35-44. Furthermore, analysis has revealed that there is difference in the level of engagement with the travel app with respect to occupation as well. The analysis represent that engagement with travel app user is higher in case of housewives, followed by students and service class respondents. It is least in case of business people.

The second objective of the study was to compare the level of Customer Engagement in terms of length of travel app usage, time spent on app per visit and travel app usage per week. Again ANOVA was administered to analyse the variance. The results of the test indicate that there is no significant variation in Customer Engagement with respect to the length of app usage ($p = .83$). But Customer Engagement with the app varies with respect to the frequency of app usage per week ($p = .000$) and also with the duration of time spent per visit ($p = .000$). Respondents who visit travel app. Most customers get hooked up with the travel app 2-3 times a week. The results point out towards the fact that the travel app users, in a week have a moderate level of engagement with the app i.e. they are not highly engaged.

Regression Analysis was used for achieving third objective. The p-value has been found out to be statistically significant ($p = 0.000$) thus leading to the conclusion that engagement has a significant and a positive impact on Customer Value. The R square value of 0.499 indicates that the variation in Customer Value upto 50% is caused by Customer Engagement. The β coefficients indicated that all factors of Customer Engagement have significant impacts on Customer Value. Cognitive attention has highest impact ($\beta = .234$) followed by enthusiastic participation ($\beta = .215$) and social connection ($\beta = .131$)

THEORETICAL IMPLICATIONS

This research study makes significant contributions to the marketing literature. First of all, various researchers have propounded that less work has been done to comprehend the

relationship between Customer Engagement and Customer Value (Kumar et al., 2010; Brodie & Hollebeek, 2011; Vivek et al., 2012). Therefore, this empirical investigation of the relationship between these constructs acts as an important step in building further body of knowledge about Customer Engagement and Customer Value, thus contributing to the existing literature.

Secondly, this study has contributed further in understanding the important outcome of the Customer Engagement process in the form of Customer Value. As, many research studies (Brodie & Hollebeek, 2011; Vivek, Beatty & Morgan, 2012; Bakanove, 2013; Dovaliene, Masiulyte & Piligrimiene, 2015), have indicated that Customer Engagement has immense potential for affecting the customer outcomes.

Thirdly, the present study has filled the literature gap that indicated that there is a need to study the construct across countries and context (Brodie et al., 2011; Burgess and Steenkamp, 2013; Dovaliene, Masiulyte and Piligrimiene, 2015; Hollebeek et al., 2016b; Odoom et al., 2017; Rather, 2018). Thus, this empirical investigation has contributed to the literature of Customer Engagement by conducting the study in the non – western context, hence providing an understanding of the construct in an emerging economy (Rather & Sharma, 2017a) where very less Customer Engagement research has been undertaken (Islam & Rahman, 2016; Rather & Sharma, 2017a). This represents a bigger contribution as India represent the most rapidly expanding markets with significant business (growth) opportunities for multinational companies (Islam et al., 2017).

Further, this research has contributed towards the study of mobile apps and more specifically towards travel apps, as the studies have indicated that organizations are increasingly recognizing the power of mobile commerce apps for engaging customers (Van Heerde, Harald & Dinner, Isaac & Neslin, Scott, 2015). This will help the companies in formulating better strategies for managing Customer Value through Customer Engagement.

The constructs of the study - Customer Engagement and Customer Value, relate well with each other and the regression model explains a large proportion of the variance. Thus the use of relationship marketing theory and social exchange theory, for exploring the relationship between Customer Engagement and Customer Value, are also established as useful. The present study strongly proposes both relationship marketing theory and social exchange theory as an underpinning theory for Customer Engagement and Customer Value in context of mobile travel apps.

MANAGERIAL IMPLICATIONS

The present study was undertaken to have a better insight about Customer Engagement with mobile travel apps and

to further study the impact of Customer Engagement on Customer Value. While analysing Customer Engagement with respect to demographics, the study has put forward some interesting facts which could help the marketers in key decisions.

The analysis has shown that females as compared to their male counterparts and housewives as against other occupational categories are more engaged with the travel apps. It is an indication for the marketers to target this segment of users as their level of engagement is higher. The marketers can generate better outcomes out of their engagement strategy by developing customized marketing practices like segmentation, targeting, positioning, differentiation based on the different categories of customers.

The study has also put forward the fact that the length of usage (in terms of number of years or months) of travel app does not significantly affect Customer Engagement. But the Customer Engagement significantly varies with respect to the frequency of app usage per week and also with the duration of time spent per visit. This is an indication for the company that they need to make their apps more user friendly and interactive which is able to capture more hours of Customer Engagement once the customer clicks on it. Organizations can also strategize ways of engaging customers such as sending notifications for promos, mobile contest, better customer care, developing customizable list such as “wants” and “must haves”, personalised offers, offers through social media, active blogs etc. Such initiatives will not only compel the customer for engaging themselves heavily with the travel apps, but also help the organizations in delivering high Customer Value.

Moreover, organizations must focus on the conscious attention factor of Customer Engagement which explains that customers pay a lot of attention on the information that apps share with its customers. The information shared must be rich in content and context that is able to engage customers for long. Mobile app users seem not to be interested much in maintaining long term relations but rather they are looking for the app that provides best deals to them. Travel apps can develop new and exciting offers that can lead to customer's enthusiastic participation towards travel app. The analysis has show that the social connection dimension of Customer Engagement though has lower value but is significantly affecting the Customer Value. This dimension of Customer Engagement can be focused upon by the travel apps as app users can influence other users as well as non-users through social connections. The travel apps can provide opportunities to customers to share ideas, preferences, experiences, information and so on.

It is important for the organizations to have a better understanding and effectively manage Customer Engagement strategy as it affects the marketer's strategic

decisions. The travel apps can focus on improving their engagement strategies through increases opportunities for their conscious attention, active interactions in the environment that allows connections with others.

Importantly, leveraging Customer Engagement can help the mobile travel apps to attract and bind the new customers and also change the browsers to purchasers. Thus this study empirically propounds that business practitioners can use travel apps as a platform for engaging the customer for delivering higher Customer Value in today's digital era.

LIMITATIONS AND FUTURE RESEARCH

Data was collected using a survey method that may have included errors. The questionnaires were personally administered by explaining the things to the respondents. But error due to misunderstanding or data entry can't be ruled out. Also, the data was collected over a short period of time, so probably the findings do not account for the change in factors over a period of time.

The research study has also opened the door for future research in the allied areas. The future researches may be extended in terms of its scope. Also, the study focused on the relationship between Customer Engagement and Customer Value, the relationship with other constructs can also be studied such as customer loyalty, customer satisfaction, brand experience, brand image and so on.

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