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From Satisfaction to Advocacy: Measuring the Impact of Post-Purchase Customer Service on Customer Lifetime Value (CLV) in Nissin Emporium Semarang

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Abstract: In the hyper-competitive landscape of retail and factory-outlet tourism, long-term relational value has superseded short-term transactional metrics. This study investigates the structural linkages connecting post-purchase customer service, customer satisfaction, brand advocacy, and Customer Lifetime Value (CLV) within the context of Nissin Emporium & Café Semarang, an iconic culinary tourism destination in Central Java, Indonesia. Utilizing an explanatory quantitative research design, data were collected through a hybrid survey method from 214 valid respondents who had purchased products and interacted with Nissin's post-purchase channels within the last three months. The empirical data were analyzed using Structural Equation Modeling - Partial Least Squares (PLS-SEM) via SmartPLS software. The results reveal that post-purchase customer service exerts a strong, direct positive impact on customer satisfaction ($\beta = 0.614$, $p < 0.001$). More crucially, the findings validate that post-purchase customer service significantly and positively moderates the path transforming passive customer satisfaction into active brand advocacy ($\beta = 0.241$, $p < 0.001$). Finally, a robust positive relationship was confirmed between customer advocacy and long-term Customer Lifetime Value ($\beta = 0.532$, $p < 0.001$), demonstrating that brand advocates secure financial sustainability by driving organic repeat purchases and lowering customer acquisition costs through conventional and electronic Word-of-Mouth (e-WOM). Strategically, this study suggests that retail-tourism management must shift focus from transactional sales to cultivating a digital post-purchase ecosystem and proactive service recovery frameworks to secure predictable future cash flows.

Keywords: Post-Purchase Customer Service; Customer Satisfaction, Customer Advocacy; Customer Lifetime Value (CLV); PLS-SEM; Factory-Outlet Tourism.



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A. Introduction

In the contemporary business landscape characterized by hyper-competition and global digitalization, the entrepreneurial paradigm has fundamentally shifted from a short-term transactional focus to a long-term relational orientation. In the past, the success of a business entity, particularly in the retail and culinary sectors, was frequently measured solely by daily sales volume or instant profitability. However, modern market dynamics indicate that the Customer Acquisition Cost (CAC) has become substantially more expensive—reaching five to seven times higher—than the cost of retaining existing customers. Consequently, entrepreneurs are urged not to focus merely on market penetration strategies and initial sales conversions, but rather on a comprehensive Customer Relationship Management (CRM) architecture after the transaction is completed.

One of the most crucial financial and strategic metrics in measuring retention success is Customer Lifetime Value (CLV). CLV represents the projected total revenue or profit that a single customer can generate throughout the duration of their business relationship with a company. Optimizing CLV implies ensuring high loyalty, consistent repeat purchase frequency, and minimizing the customer migration rate (churn rate). Amidst increasingly homogeneous product variations in the market, the primary differentiating factor capable of driving CLV is no longer just the quality of the physical product itself, but the overall quality of the Customer Experience (CX), particularly in the post-purchase phase.

Traditionally, many business operators assumed that customer satisfaction was the final destination of a consumer's journey. If a consumer expressed satisfaction after consuming a product, the transaction was deemed a success. However, in the modern entrepreneurial ecosystem, satisfaction is merely a minimum threshold for survival (a baseline score), not a competitive advantage. Satisfaction is passive; satisfied customers still maintain a high probability of switching to other brands if competitors offer lower prices or more attractive promotions. Therefore, the next strategic challenge for a business is to transform "merely satisfied" customers into brand advocates

(customer advocacy). Customer advocacy occurs when customers voluntarily recommend products or services to their social networks, defend the brand from negative sentiments, and become organic marketers through conventional and electronic Word-of-Mouth (e-WOM).

The golden bridge connecting passive satisfaction to active advocacy lies in the effectiveness of post-purchase customer service. Post-purchase service must not be narrowly defined only as handling complaints or processing product warranty claims. In a broader spectrum, this service encompasses how companies respond to consumer feedback, appreciate their loyalty, provide responsive communication channels, and create emotional interactions that make consumers feel valued long after their money has changed hands. When a business demonstrates the same high level of service commitment before and after a purchase, customer trust crystallizes into affective loyalty, which ultimately drives their CLV linearly.

This theoretical phenomenon becomes highly compelling and relevant when contextualized within the local food, souvenir, and tourism industry in Indonesia, with a prominent real-world example being Nissin Emporium & Café Semarang. Located in Ungaran, Semarang Regency, Nissin Emporium represents modern corporate entrepreneurship that integrates a legendary biscuit retail center (the factory of PT Nissin Biscuit Indonesia, established in 1977), a café, a restaurant, and an educational old bakery machinery museum. As an iconic culinary and shopping tourism destination in Central Java, Nissin Emporium serves not only local Semarang consumers but also acts as a magnet for out-of-town tourists arriving via tour buses and private vehicles in massive numbers, particularly during weekends and holiday seasons.

The crowded operational conditions of Nissin Emporium create unique challenges in customer service management. The characteristics of the souvenir and tourism business involve highly heterogeneous consumer behaviors—ranging from instant retail consumers and large families to tour agency groups. On one hand, Nissin's product advantages—being affordable, fresh from the factory, and highly varied—serve as the main attraction that guarantees functional product satisfaction. On the other hand, the

massive influx of visitors often triggers bottlenecks in direct and post-purchase service quality. For instance, customer complaints regarding long cashier queues, limited non-cash payment methods during peak hours, and responsiveness in handling complaints regarding facilities or product packaging post-purchase constitute real operational dynamics on the ground.

For an entrepreneur, relying solely on the historical reputation of a legacy brand is no longer sufficient in the era of digital reviews (such as Google Reviews or Tripadvisor). A single poor post-purchase experience encountered by a visitor can be swiftly amplified on social media, damaging a reputation built over decades. Conversely, excellent post-purchase service delivery—such as responding rapidly to complaints, providing immediate solutions for defective products, or establishing a digital follow-up satisfaction system via Nissin's applications—has the profound potential to turn dissatisfaction into deep delight, leading to advocacy. Consumers who feel cared for post-purchase will happily share their positive experiences with their communities, creating a domino effect of new customer acquisition without additional marketing costs.

Although the significance of post-purchase service has been widely discussed in general marketing literature, empirical research that integrates the relationship between post-purchase customer service, the transformation from satisfaction to advocacy, and its ultimate impact on Customer Lifetime Value (CLV) within factory outlet tourism businesses like Nissin Emporium Semarang remains highly limited. Most local entrepreneurial studies still focus heavily on the conventional marketing mix or short-term customer satisfaction without projecting the long-term financial value of customer retention (CLV).

Therefore, this study is designed to bridge this empirical and theoretical gap. It aims to quantitatively measure the extent to which the quality of post-purchase customer service implemented by Nissin Emporium Semarang influences and moderates the relationship between customer satisfaction and brand advocacy, as well as its ultimate implications for Customer Lifetime Value (CLV). The findings of

this research are expected to provide a strategic contribution to the development of entrepreneurial science, particularly for entrepreneurship students in understanding the tactical implementation of CRM in large-scale businesses, while simultaneously serving as applicable managerial recommendations for the management of Nissin Emporium Semarang to re-architect their service delivery to ensure long-term business sustainability.

B. Literature Review

Theoretical Framework: Relationship Marketing and CRM

Relationship Marketing (RM) serves as the core paradigm guiding this study. Moving away from traditional transactional marketing—which prioritizes individual sales volumes—relationship marketing emphasizes attracting, maintaining, and enhancing customer relationships to maximize long-term mutual value (Zeithaml et al., 2018). Within the entrepreneurial ecosystem, RM is operationalized through Customer Relationship Management (CRM) practices. CRM combines strategic business orientation with analytical tools to understand customer behavior patterns (Kumar & Reinartz, 2018). In non-contractual business settings such as retail factory outlets and culinary tourism, where customers are free to repeat purchase or walk away at any time, a robust CRM approach functions as a defensive strategy to protect market share from intense competitive pressures.

Post-Purchase Customer Service

The customer journey does not terminate at the point of sale; rather, the post-purchase phase represents a critical arena where brand perceptions solidify. Post-purchase customer service refers to the ongoing support, communication, and issue-resolution mechanisms provided by an enterprise after a transaction is finalized (Bhattacharya & Srivastava, 2020). In service and tourism-oriented businesses, this construct extends beyond warranty management to encompass responsive grievance handling, active feedback collection, digital follow-ups, and frontline helpfulness when defects occur. Providing superior post-purchase service acts as a risk-mitigation tool for

consumers, reducing cognitive dissonance (buyer's remorse) and reinforcing the wisdom of their purchasing decisions.

The Shift from Customer Satisfaction to Customer Advocacy

Customer satisfaction is traditionally defined as a psychological state resulting from a comparison between pre-purchase expectations and actual product performance (Oliver, 2015). While satisfying consumers is necessary, modern entrepreneurship literature establishes that satisfaction alone is a passive metric. Satisfied customers display fragile retention rates if a competitor offers lower prices or greater convenience.

Consequently, enterprises must elevate customers from satisfaction to customer advocacy. Customer advocacy represents an intense, affective bond where a customer becomes an active champion for the brand (Kotler & Keller, 2021). Advocates engage in positive Word-of-Mouth (WOM), actively recommend the business to their social and professional networks, and defend the brand against negative external feedback. Post-purchase service quality serves as the primary catalyst in this transformation, turning a routine, positive functional experience into an emotionally resonant relationship.

Customer Lifetime Value (CLV)

Customer Lifetime Value (CLV) is a forward-looking financial metric that projects the present value of all future net profits derived from a specific customer relationship over time (Fader & Hardie, 2018).

$$CLV = \sum_{t=0}^n \frac{(R_t - C_t)}{(1 + d)^t}$$

Where:

R_t = Revenue generated by the customer at time period t

C_t = Direct costs incurred to serve that customer at time period t

d = Discount rate or cost of capital

n = Total duration of the customer relationship lifespan

Maximizing CLV requires improving two key operational levers: increasing retention rates (minimizing churn) and increasing the average

margin per transaction via cross-selling or up-selling (Goutam & Gopalakrishna, 2023). Customer advocates systematically yield higher CLV scores because they demonstrate lower price sensitivity, maintain a longer relationship lifespan (\$n\$), and significantly lower the enterprise's Customer Acquisition Cost (CAC) by converting new prospects organically.

Conceptual Framework and Hypothesis Development

Based on the synthesized literature, this study argues that post-purchase customer service directly drives customer satisfaction, which subsequently triggers customer advocacy. Ultimate financial performance, captured via CLV, is modeled as the ultimate consequence of this advocacy loop. Within a tourism and retail setting like Nissin Emporium Semarang, where massive weekend crowds can strain direct service, post-purchase channels act as a safety net that protects and amplifies customer value.

[Post-Purchase Customer Service] ---> [Customer Satisfaction] ---> [Customer Advocacy] ---> [Customer Lifetime Value (CLV)]

Hence, the following hypotheses are proposed for empirical testing:

H1: Post-purchase customer service has a significant positive impact on customer satisfaction at Nissin Emporium Semarang.

H2: Customer satisfaction has a significant positive impact on driving customer advocacy.

H3: Post-purchase customer service directly and positively moderates the path between customer satisfaction and customer advocacy.

H4: Customer advocacy exerts a significant positive impact on the long-term Customer Lifetime Value (CLV) of the establishment..

C. Methods

This study adopts a conclusive, explanatory quantitative research design to test the empirical hypotheses established in the literature review. An explanatory approach is deemed most appropriate as it seeks to examine the causal relationships and directional impacts between the independent variable (Post-Purchase Customer Service), the mediating variables (Customer Satisfaction and Customer Advocacy), and the dependent financial-strategic outcome (Customer Lifetime Value) within the

specific context of Nissin Emporium Semarang (Malhotra, 2019). The structural linkages will be analyzed using covariance-based or variance-based structural equation modeling.

Population and Sampling Techniques

The target population for this study comprises all domestic and international customers who have visited and purchased products or services from Nissin Emporium & Café Semarang. Given that the business operates in a non-contractual retail and tourism setting, the exact population size is infinite and fluid. Consequently, a non-probability purposive sampling technique was deployed to select respondents who met specific predefined criteria. The sample inclusion criteria required that respondents:

Were at least 18 years of age (to ensure rational and independent purchasing decisions).

Had made a purchase at Nissin Emporium Semarang within the last three months.

Had interacted with or utilized Nissin's post-purchase customer service channels (e.g., submitted feedback online, made digital inquiries, handled returns/exchanges, or engaged with their digital loyalty app).

To determine the minimum sample size, this study adheres to the guidelines set by Hair et al. (2019) for structural equation modeling, which recommends a minimum sample size based on a ratio of 5 to 10 observations for each estimated parameter (indicator). With 18 observation indicators used in this research framework, a minimum sample size of $18 \times 10 = 180$ respondents was targeted. To mitigate potential data outliers or incomplete questionnaires, a total of 250 questionnaires were distributed.

Operational Definition and Measurement of Variables

The constructs in this study were operationalized using indicators adapted from validated scales in prior marketing literature, adjusted to fit the factory-outlet tourism and retail context of Nissin Emporium. All latent items—excluding Customer Lifetime Value—were measured using a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Note on CLV Measurement: To convert the subjective customer intent into the financial CLV metric for H4, a simplified non-contractual

probability model based on the individual's average transaction value, estimated annual purchase frequency, and a baseline retention probability (Pr) was operationalized following the parameters suggested by Fader and Hardie (2018).

Data Collection Methods

Primary data collection was executed using a self-administered structured questionnaire. The questionnaire was developed bilingually (Indonesian and English) and distributed through a hybrid deployment: intercept surveys using digital tablets directly outside the exit gate of Nissin Emporium Semarang during peak weekend hours, and an online Google Forms link disseminated through Nissin's digital customer community and social media channels. Prior to the formal field deployment, a pilot study of 30 respondents was conducted to ensure the legibility, wording clarity, and face validity of the instruments.

Data Analysis Techniques

The empirical data collected was analyzed utilizing Structural Equation Modeling - Partial Least Squares (PLS-SEM) via SmartPLS software. PLS-SEM was selected due to its superior capabilities in handling complex exploratory models containing multiple mediation paths, structural moderation, and non-normally distributed behavioral data (Hair et al., 2019). The data analysis follows a two-tiered evaluation process:

Evaluation of the Measurement Model (Outer Model)

Before verifying hypotheses, the measurement model is tested to confirm data reliability and validity:

Indicator Reliability: Evaluated through factor loadings; items with loadings greater than 0.70 are retained.

Construct Reliability: Assessed using Cronbach's Alpha and Composite Reliability (CR), where values must exceed 0.70.

Convergent Validity: Assessed using the Average Variance Extracted (AVE), with a minimum threshold score of 0.50.

Discriminant Validity: Verified using the Fornell-Larcker criterion and the Heterotrait-Monotrait

ratio, where HTMT values must remain safely below 0.85.

Evaluation of the Structural Model (Inner Model)

Once the outer model is deemed sound, the inner model is evaluated to analyze the predictive power and path significance:

Coefficient of Determination (R^2): Measures the percentage of variance explained in the dependent constructs.

Path Coefficients (β): Measures the strength and direction of the relationships between constructs.

Bootstrapping Procedure: A non-parametric resampling process (5,000 resamples) is carried out to calculate t-statistics and p-values. Relationships are deemed statistically significant if the t-value is greater than 1.96 (at a significance level of $\alpha = 5\%$).

Moderation Analysis: To test H3, a product-indicator interaction term is built within the PLS framework to observe if the effect of satisfaction on advocacy changes significantly under different intensities of post-purchase service.

D. Result and Discussion

1. Results

Profile of Respondents

A total of 250 questionnaires were distributed through hybrid methods, yielding 214 fully completed and valid responses (an 85.6% response rate) eligible for statistical analysis. Demographic profiling revealed that 62% of the respondents were out-of-town tourists (predominantly from Jakarta, Surabaya, and Yogyakarta), while 38% were local residents of the Greater Semarang area. In terms of visitation context, 45% visited with family, 30% were part of organized tour groups, and 25% visited individually or with peers.

Evaluation of the Measurement Model (Outer Model)

The outer model was evaluated to ensure individual item reliability, internal consistency reliability, convergent validity, and discriminant validity. As shown in Table 2, all factor loadings exceeded the minimum threshold of 0.70. Construct reliability was established since Cronbach's Alpha and Composite Reliability (CR) values for all latent variables were well above 0.70. Convergent validity was confirmed as the Average Variance Extracted (AVE) values

exceeded the required 0.50 cutoff limit (Hair et al., 2019).

Furthermore, discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) ratio. All inter-construct HTMT values ranged between 0.612 and 0.784, remaining safely below the strict 0.85 threshold, thereby validating that each construct captures a unique phenomenon.

Evaluation of the Structural Model (Inner Model) and Hypotheses Testing

The inner model was analyzed via a PLS bootstrapping procedure with 5,000 resamples to evaluate the path coefficients (β), t-statistics, and p-values. The structural framework exhibited strong predictive power, with R^2 values indicating that the model explains 58.4% of the variance in Customer Advocacy and 42.1% of the variance in Customer Lifetime Value.

The structural analysis confirmed that all four hypotheses are statistically significant at $\alpha = 5\%$ ($t > 1.96$). Notably, H3 was strongly supported, validating that Post-Purchase Customer Service significantly moderates the relationship between customer satisfaction and brand advocacy.

2. Discussion

The Direct Impact of Post-Purchase Service on Satisfaction (H1)

The empirical findings confirm that Post-Purchase Customer Service has a strong, significant positive impact on Customer Satisfaction ($\beta = 0.614$, $t = 12.451$). This outcome demonstrates that a visitor's overall assessment of Nissin Emporium Semarang is deeply shaped by elements that occur after the physical selection of products. Within factory-outlet tourism settings, peak operational hours frequently cause cognitive stress due to long payment queues or crowded spaces. Excellent post-purchase initiatives—such as a seamless digital receipt system, responsive social media channels for tracking lost items, and professional handling of product feedback—act as a vital safety net. This aligns with Oliver's (2015) expectancy-disconfirmation theory, which posits that superior service recovery and post-transaction care mitigate buyer dissonance and amplify positive confirmation.

Moving from Passive Satisfaction to Active Brand Advocacy (H2 & H3)

While Customer Satisfaction directly enhances Customer Advocacy ($\beta = 0.485$, $t = 8.912$), the support for the interaction effect (H3: $\beta = 0.241$, $t = 4.103$) provides a deeper entrepreneurial insight. This significant interaction signifies that the rate at which satisfied customers transform into brand advocates accelerates dramatically when backed by robust post-purchase service quality.

When Nissin Emporium provides proactive, high-quality post-purchase care, it transitions the customer relationship from functional utility to affective attachment. Satisfied visitors are no longer merely passive consumers; they actively convert into brand champions who generate organic electronic word-of-mouth (e-WOM) via Google Reviews and social media platforms. In tourism, this organic advocacy is invaluable, as modern travelers rely heavily on crowd-sourced digital validation before selecting destination spots (Kotler & Keller, 2021).

Securing Financial Sustainability via Customer Lifetime Value (H4)

Finally, the path from Customer Advocacy to Customer Lifetime Value was validated with high statistical significance ($\beta = 0.532$, $t = 10.114$). This linkage bridges the gap between behavioral marketing metrics and financial entrepreneurship. Brand advocates systematically maximize CLV through two distinct mechanisms.

First, advocates display lower price sensitivity and a higher frequency of repeat visits, directly elevating the annual revenue parameter (R_t) of the CLV equation. Second, because advocates organically acquire new customers through enthusiastic peer recommendations, they structurally lower the establishment's Customer Acquisition Costs (CAC). For an enterprise like Nissin Emporium Semarang, cultivating an army of brand advocates guarantees a highly predictable stream of future cash flows, insulating the business from seasonal tourism fluctuations and regional competitive threats.

E. Conclusion and Recommendation

Conclusion

This empirical study successfully investigates the structural linkages connecting post-purchase customer service, customer satisfaction, brand

advocacy, and Customer Lifetime Value (CLV) within the context of factory-outlet tourism at Nissin Emporium Semarang. Based on the PLS-SEM statistical analysis, several core conclusions can be drawn:

1. First, post-purchase customer service is not merely a cost-center or an operational afterthought; rather, it functions as a primary driver of customer satisfaction ($\beta = 0.614$). In high-volume retail environments, the care a company provides after the financial transaction takes place deeply shapes the consumer's final evaluation of the brand.
2. Second, this research confirms that while satisfied customers are beneficial, the transformation of passive satisfaction into active brand advocacy is significantly accelerated ($\beta = 0.241$) when backed by superior post-purchase interaction quality. High-quality service recovery, responsive feedback loops, and digital engagement channels act as structural catalysts that convert routine shoppers into passionate brand champions.
3. Finally, the study demonstrates a strong, direct link between customer advocacy and long-term Customer Lifetime Value ($\beta = 0.532$). Cultivating brand advocates structurally secures the financial sustainability of the enterprise. Advocates maximize CLV by maintaining a longer relationship lifespan, increasing their repeat purchase frequency, and lowering customer acquisition costs through organic, highly credible Word-of-Mouth (WOM). For modern entrepreneurial ventures, shifting the core focus from short-term transactional sales to long-term relational value is essential to surviving hyper-competitive tourism markets.

Recommendations

Strategic Recommendations for Nissin Emporium Semarang

- Develop a Unified Post-Purchase Digital Ecosystem:

Management should transition from traditional, passive customer care to an integrated digital CRM platform. Implementing a centralized mobile loyalty application would allow Nissin to issue automated e-receipts, gather instant post-

visit feedback, and reward repeat customers. This digital touchpoint ensures that out-of-town tourists remain connected to the brand long after they leave the physical facility.

- **Implement Proactive Service Recovery Frameworks:**

Given the high volume of weekend visitors, operational bottlenecks are inevitable. Frontline and digital customer service teams must be trained and empowered with proactive service recovery protocols (e.g., immediate compensation, seamless product exchange policies for defective items, and dedicated digital hotlines) to resolve grievances before they turn into damaging public complaints on platforms like Google Reviews.

- **Leverage Advocates for Organic Co-Creation:** Nissin Emporium should actively incentivize its "advocate" consumer segment. By creating micro-influencer campaigns or referral reward programs through their digital app, Nissin can encourage advocates to share their positive family experiences online, transforming customer loyalty into a powerful, cost-free marketing engine.

Recommendations for Future Research

- **Incorporate Longitudinal Data:**

Future researchers should utilize longitudinal financial data rather than cross-sectional self-reported surveys to track actual, real-time customer expenditures over multiple years, providing a more precise mathematical calculation of CLV.

- **Expand the Geographic and Sectoral Scope:** Subsequent studies should expand the scope by comparing multiple factory-outlet tourism destinations across Indonesia to evaluate if regional cultural differences or varying tourism styles alter the strength of the post-purchase moderation effect.

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