Mapping Customer Delight by Using a Surprise Model

* Prince Dubey
** Naval Bajpai
*** Sanjay Guha

Abstract

Marketing is full of vivacious thoughts and surprises. Marketers are exploring the thought of creating surprises to achieve a competitive advantage in the business market. The customers are key stakeholders in any business. The present study tested a model containing surprises and 10 antecedents creating customer delight. The study was conducted with a motivation to find out an avenue of creating surprises leading to a variety of delight outcomes. The present study tried to classify customer affective responses in three broad categories as *low, moderate,* and *high*. Differences in categories were checked for the purpose of basic classification, and discriminant function analysis was conducted for identifying predictor surprise variables discriminating power for such classification. The results of the study confirmed the key role of add-on features, humor, schema discrepancy, and perceived firm expertise in deciding the classification. For marketing insights, the profile of each category was designed by using vector diagrams. Store environment and product appearance were found to be relatively important predictor vector variables on the basis of magnitude calculation. The present study would be useful for the marketers in taking the decisions related to products and promotions for creating delightful customers.

Keywords: delight, surprise, add-on features, humor, schema discrepancy, firm expertise

Paper Submission Date : March 15, 2016 ; Paper sent back for Revision : April 25, 2016 ; Paper Acceptance Date : July 7, 2016

The pulsating world of marketing is the output of surprises which customers experience during product engagement. Surprise is an emotional state elicited by either unexpected or mis-expected products/services/attributes (Vanhamme, 2000). Surprise arises due to deviation in cognitive structure or schema discrepancy by any event, person, product, or service (Schutzwohl 1998; Vanhamme, 2000). Schema is an undisclosed, casual, and superficial theory about the nature of stimuli (Vanhamme, 2000). Surprise is an emotional state that has due effect on satisfaction from any product or service. Vanhamme (2000) examined the surprise emotion and its effects on consumer satisfaction and reviewed positive surprise as a mode of creating customer delight. The surprise reaction leads to a positive affective reaction or emotion about a product (Vanhamme & Snelders, 2001). Surprise is described as a syndrome of reactions, that is, a specific pattern of reactions at the subjective, physiological, and behavioral levels (Vanhamme, 2000). Customer delight is a positive effect of the element of surprise. Marketing tools like gifts, coupons, entertainment, publicity stunts, pioneer marketing, product design, product add-ons features, contest and advertisements are capable of creating surprise (Alden, Mukherjee, & Hoyer 2000; Ludden, Schifferstein, & Hekkert 2012).

* *Assistant Professor,* Chouksey Engineering College, Masturi Road, Bilaspur, Chhattisgarh. E-mail : prince_mgmt@yahoo.com
** *Associate Professor,* ABV-Indian Institute of Information Technology and Management (ABV-IIITM), Morena Link Road, Gwalior, Madhya Pradesh. E-mail : navalbajpai@yahoo.com
*** *Professor,* Bhilai Institute of Technology (BIT), Bhilai House, Durg , Chhattisgarh. E-mail : sanguha@hotmail.com

The customer is a proactive stakeholder of business and knows the well-being of self through innovation and creative process of discovering pleasant surprises and novelty. Reisenzein, Meyer, and Schützwohl (1996) presented the few properties of surprise. Firstly, surprise is target oriented and varies due to intensity. Secondly, surprise is a cognitive process and is realized due to exposure with an unexpected event. Thirdly, surprise is a non-verbal and physiological reaction. Fourthly, surprise helps in adaptation to a situation and lastly, surprise has genetic genesis.

Customers delight in an utmost level of satisfaction followed by a pleasant surprise (Goswami & Sarma, 2014 ; Ludden et al., 2012). Surprise can be created by visual-tactics by creating incongruence phenomena in a schema (Vanhamme, 2000). Products under incongruities are positive in the cases where surprise is followed by positive emotions like interest and amusement (Ludden et al., 2012). Ludden et al. (2012) believed that visual-tactual incongruity under negative emotion for a product characteristic can be overcome by experience of positive emotion product characteristics under product evaluation. During new-product development, a marketer can use visual tactical incongruity phenomena in product design to create a positive surprise by favoring both the customer and the firm (Ludden et al., 2012). Further, surprise is explored and measured under the following heads:

The surprise emotion is elicited by the customer when there is a discrepancy in a schema. If a stimulus is unknown to the customer, then it is unable to create a sense of unexpectedness, that is, surprise (Vanhamme & Snelders, 2001). *Customer knowledge* is the know-how of intrinsic and extrinsic factors about himself/herself, where intrinsic includes desires and expectation patterns and extrinsic includes environment, family, friends, work group, and so forth (Bergeron & Roy, 2008). Bergeron and Roy (2008) believed that customer knowledge is the ability of a firm or company to make customers abreast with information about their offerings and help them in exploring and identifying the needs. With this view point, client knowledge is a firm's extent of awareness about customer needs, characteristics, expectations, issues, and problems (Bergeron & Roy, 2008). Bergeron and Roy (2008) conceptualized customer knowledge and suggested a scale containing items related to firm's know- how about client's needs, goals, expectations, and personal information. Customer knowledge is considered as an antecedent to customer surprising behavior.

Perceived firm's expertise is significant in customer emotional studies of marketing. Bergeron and Roy (2008) reviewed a firm's expertise as ability of specific realm of knowledge and experience as resources to satisfy customers' needs and expectations successfully. Customer perceptions about a firm's expertise is the level of competency to add value by providing a solution to needs or problems of customers in the form of product or service to meet and fulfill even the unexpected expectations (Bergeron & Roy 2008). Hence, we propose that perceived firms' expertise serves as a tool for creating positive surprises and customer delight.

Marketing requires participation of both buyers and sellers. During this participation, level of involvement is significant for the purpose of business. Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros, and Schlesinger (2009) proposed that customers participate in a relationship with a company at varied levels - physical, rational, affective, sensorial, and spiritual too. Bergeron and Roy (2008) believed customer participation to be a level of behavioral customer involvement with a firm during the purchase process. The levels of persuasiveness during the purchase process by posing questions to customers reveals their expectations and involves them more in the decision making process. If customers find pleasant surprises in their participation with a firm, they feel delightful and continue their engagement. We propose the level of customer participation to be a significant measure of pleasant surprise and customer delight.

Humor is the sensation created by a communication message capable of creating joy and pleasure through its incongruent approach from originality. In the periphery of communication, humor is the style of message framing which disturbs the schema for some interval of time and creates pleasant surprising affects. Humor is used to create interest or amusement and to gather attention with surprise (Berg & Lippman 2001). Bergeron and Roy (2008) posed the dysfunctional impact of humor as positive, eliciting laughter, pleasant surprise, and tension reliever on one side and alternatively, having a negative perception of superiority complex by subduing others through laughter. However, it is agreeable that humor is a more transparent, trusted, and open style of communication to

gather attention by providing instant (surprise) joy and pleasure. We propose that a humorous approach can create a pleasant surprise and is capable of delighting customers if the claims made are true. It gives direction to the study that there is a significant relationship between humor and customer surprise (Alden et al., 2000).

Surprises occur due to unexpected encounter with stimuli. *Unexpected coupons* offered by a firm to customers pleasantly surprise them. During shopping, customers elicit their planned and unplanned behavior. Providing free and unexpected coupons push customers to display unplanned shopping behavior. Heilman, Nakamoto, and Rao (2002) studied the impact of in-store unexpected coupons like electronic shelf coupons, peel-off coupons on consumers' purchase behavior. The authors found that these coupons increased the size of the purchase bucket due to income effect, and customers pursued more shopping or purchases in an unplanned manner (Heilman et al., 2002). Hence, unexpected coupons act as a stimulant capable of creating a positive mood and surprise, which delight the shopping or purchase experience of a customer.

Advertisements have a potential role in surprising customers. An advertisement is the set of content, and creates incongruity by presentation of an idea or product to customers. Advertisements persuade viewers by surprising them as they show incongruent situations. As surprise follows the schema discrepant stimuli characteristic exposure, so an advertisement becomes a tool for creation and presentation and leads to such emotional outcome (Alden et al., 2000; Teixeira, Wedel, & Pieters, 2012). Viewers feel surprise due to novelty, uniqueness, divergence, difference, or originality in advertisement content delivery. Uniqueness helps in surprising through exclusiveness and rareness. Difference is also used as a tool to surprise customers by hyping the competitive advantageous feature of product in an advertisement. Originality is a special tool of surprising customers by characterizing stimuli in advertisements by pureness, piousness, and spotlessness. Conclusively, we propose that advertisement has a significant impact on the surprise emotion, thereby influencing customer delight.

Product innovation and differentiation have become a vital tool for survival in the market. *Add-on features* of products become significant to surprise and attract customers by differentiating through innovations in products. Information of add-on features provide unknown and uncertain aspect of product utility to customers, thereby creating surprises (Bertini, Ofek, & Ariely, 2009). When an add-on is encountered by a customer, a state of uncertainty arises due to discrepancy from pre-formed and prearranged schema, which leads to the display of primary emotion in the form of surprise and novelty (Alden et al., 2000; Bertini et al., 2009). For example, in mobile telephony, the features of smartphones have surprised and have captured the attention of every customer irrespective of age and gender (Ganesan & Sridhar, 2014). Hence, we propose that information about add- on features during evaluation reduces uncertainty or surprise, leading to an expression of (secondary positively affective) joy, pleasure, and delight (Bertini et al., 2009 ; Oliver, Rust, & Varki, 1997).

Product design and appearance surprisingly appeal customers. Product appearance is a surprising tool benefiting the marketer/ designer and the user by drawing attention and revising knowledge, respectively (Ludden et al., 2012). Marketers practice to offer attractive products to create a surprise emotion for product recall and enhance positive secondary emotion of pleasure and delight. Designers try to find a combination of colors, patterns, arrays, materials, and shapes to give a new and distinct appearance to a product. Due to visual-tactual incongruities, the customers perceive a product through an uncertain and unexpected exposure, that is, vision or touch, which creates surprise (Ludden et al., 2008). Product appearance is taken as an antecedent for surprise.

Schema is the hypothetical frame of reference created by a person by learning from the environment. Customers feel pleasure to review and update their schema on exposures from unexpected stimuli through their sensations like unexpected bonus or awards through loyalty programs, awesome product designs, and by encountering unexpected visuals in an advertisement (Gwynne, 2002; Ludden et al., 2012). This leads to express positivity as joy, pleasure, novelty, amusement, interest, satisfaction, and delight. So, we can say that any exposure creating positive schema discrepancy or surprise leads to pleasure or delight.

Store environment is the organization of stimuli including persons, communication patterns, products and services, furniture/ fixture, aesthetics, and so forth for the purpose of creating and facilitating customer attention

and surprises (Kaltcheva & Weitz 2006; Teixeira et al., 2012). Customers want to experience positive surprise, joy, novelty, and delight during a purchase. Kaltcheva and Weitz (2006) investigated the impact of store environment on arousal-inducing through affective consumer responses or surprise. The store environment creates dichotomous arousal on either side, that is, low and high (Kaltcheva & Weitz 2006). Lights, music, videos, merchandise arrangement, category management, and aesthetics are the tools to make the store environment exciting.

↳ **Surprising Affect - Classifying Customer Delight :** Surprise is the emotional outcome of unexpected stimulation in perceptual processing of an individual. The psychological responses like satisfaction can be measured on a rating scale, but the varying impact of emotional response is tedious to measure. Delight is observed as a positive surprise affect or unanticipated benefit from products and services (Goswami & Sarma, 2014). Schneider and Bowen (1999) believed that delight can be developed through the idea of self worth by triggering customer cognition with attractive product and creating customer affect through positive surprise of substantial recognition and liberties. Barnes, Ponder, and Dugar (2011) discriminated three groups with varied magnitude of service delivery to assess customer delight through Bowen taxonomy (Bowen, 1990). Similarly, positive surprises ignite the emotional responses like delight.

The aim of the present study is to classify delight as *low, moderate,* and *high* with an idea to identify the varied impact of surprise variables on customer delight.

Methodology

For the rationale of idea to classify customer delight in three extensive categories of *low, moderate, and high*, the sample survey is used for data collection. On review of related studies of customer delight and surprise, a theoretical model is developed. The proposed model contains 10 surprise antecedents as predictor variables discriminating delight in three categories. For verifying the impact of the variables on surprise, 10 affective statements based on review were constructed as Client Knowledge: "My company knows my personal needs and expectations" ; Perceived Firm Expertise : "My product/ brand is an expert and knows my needs" ; Customer Participation: "My product/ brand are a bundle of curiosity" ; Humour: "I enjoy the humorous appeal of my product/ brand" ; Unexpected Coupons: "I feel pleasant when I get an unexpected coupon" ; Advertisement: "I feel curious or hype to see my product/brand advertisement" ; Add-on features: "I really enjoy encountering unexpected add-on features of a product/ brand" ; Product Appearance: "My product/ brand design appear "differently wow" " ; Schema Discrepancy: "I feel pleasure by being associated with a distinct product/ brand" ; Store Environment: "I purchase/shop my product/ brand from an exciting store" (refer Appendix 1).

The study is designed to measure the impact of predictor variables on surprise element in a similar taxonomy as previous researchers suggested the use of a Likert scale for measuring the affective elements like surprise (Goswami & Sarma, 2014 ; Ludden et al., 2012 ; Oliver et al., 1997). The delight is nominally scaled as category, that is, *low delight, moderate delight, and high delight* by demanding the responses for the statement: "Overall, I feel surprisingly_____ about my product/ service" (refer Appendix 1). An initial investigation was proposed to check the existence of classification and relative impact of predictor variables. Discriminant analysis was applied to verify the discriminating power of surprise variables. In-depth analysis of predictor surprise variables and delight categories was done by using vector analysis. For applied inferences of the study, the profiling of the categories is proposed on the basis of the results.

(1) Sample and Sampling Technique : In present study, customer delight is measured and classified by developing a questionnaire containing 10 affective statements. The responses were recorded from the sample respondents. Saranya and Santhi (2016) used a sample of 150 respondents for studying customer delight with LED

televisions. In another study, Goswami and Sarma (2014) studied hotel guest delight with 500 respondents in North East India. For our study, 350 questionnaires were distributed, and on verification, 200 were found valid for the study. For the present study, the sample was drawn from centrally located cities of India, that is, Raipur, Indore, Bhopal, and Jabalpur. The overall research was planned and executed during the time period from January - December 2015. The sample profile was of adult smart phone users having 115 men and 85 women respondents, out of which 93 were married and 107 were unmarried.

(2) Proposed Theoretical Model of Surprise : The theoretical model is depicted in the Figure 1 ; 10 antecedents were used to explore surprise. Pertaining to each variable, one statement quantifying the concept was being asked (see Appendix 1). As discussed earlier, customers classify their delightful responses about a product or service on the basis of felt surprise magnitude in three categories: category 1 *(low delight)*, category 2 *(moderate delight),* and category 3 *(high delight).*

(3) Research Question and Hypotheses : The present study is driven by the thought of individual difference. We try to ignite the idea that the customers' delight response, if classified, can help marketers to position their offerings in accordance with the customers' intent. Customer surprise is the element of fulfilling customer intention of being delighted. The present study tries to mark key solutions related to customer delight issues by classifying responses in segments based on psychographic profile of customers based on surprises. We hypothesized 10 variable means as predictors of significant difference of group (categories) and to test the discriminating impact of surprise in three categories: *low delight, moderate delight, and high delight.*
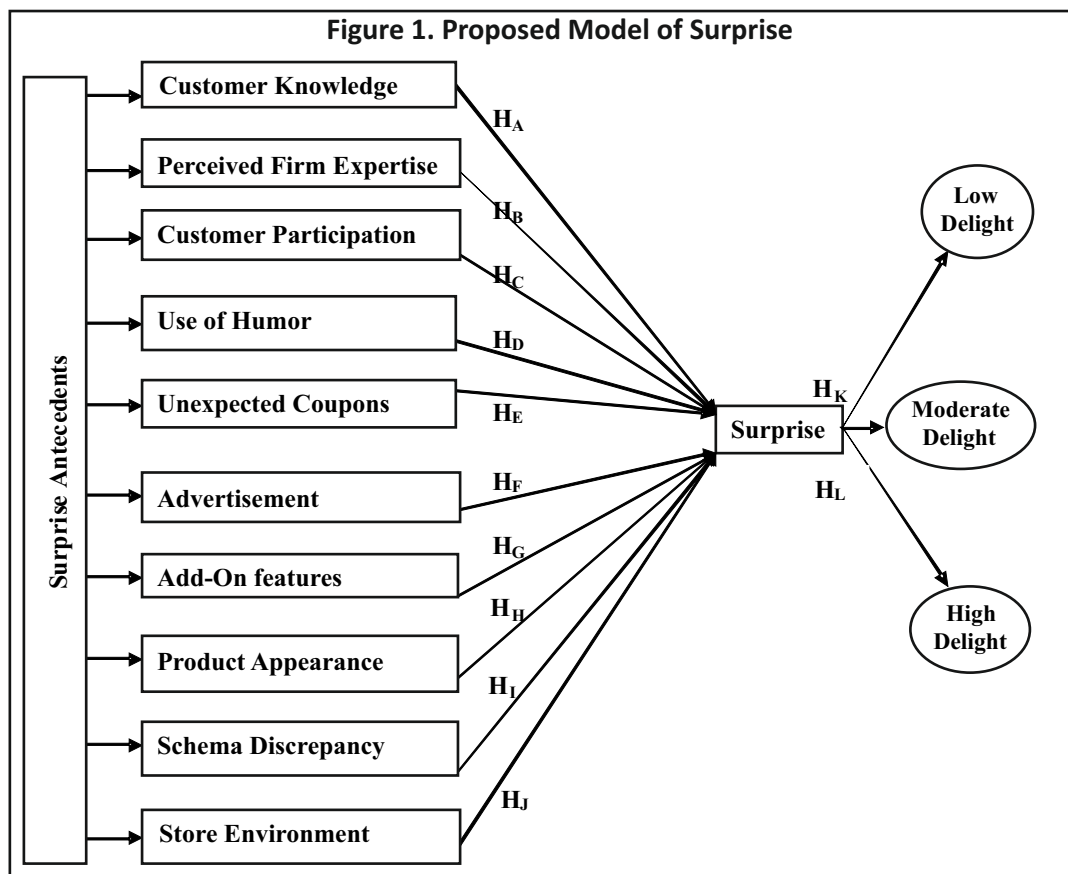

Figure 1. Proposed Model of Surprise

Table 1. Group Statistics

	Categories	Mean	Std. Deviation	Valid *N* (list wise)	
				Unweighted	Weighted
1	Customer Knowledge	3.55	0.815	40	40
	Perceived Firm Expertise	3.42	0.747	40	40
	Customer Participation	3.22	0.8	40	40
	Humor	3.12	0.723	40	40
	Unexpected Coupons	3.48	0.751	40	40
	Advertisements	3.12	0.723	40	40
	Add-On features	2.85	0.834	40	40
	Appearance	3.00	0.751	40	40
	Schema Discrepancy	3.02	0.862	40	40
	Environment	2.90	0.9	40	40
2	Customer Knowledge	4.40	0.706	95	95
	Perceived Firm Expertise	3.88	0.666	95	95
	Customer Participation	4.34	0.752	95	95
	Humour	3.65	0.943	95	95
	Unexpected Coupons	3.57	0.767	95	95
	Advertisements	3.44	0.74	95	95
	Add-On features	3.62	0.788	95	95
	Appearance	3.38	0.732	95	95
	Schema Discrepancy	3.57	0.834	95	95
	Environment	4.21	0.742	95	95
3	Customer Knowledge	4.57	0.529	65	65
	Perceived Firm Expertise	4.38	0.55	65	65
	Customer Participation	4.55	0.56	65	65
	Humour	4.46	0.752	65	65
	Unexpected Coupons	4.34	0.691	65	65
	Advertisements	4.35	0.738	65	65
	Add-On Features	4.62	0.578	65	65
	Appearance	4.48	0.687	65	65
	Schema Discrepancy	4.29	0.723	65	65
	Environment	4.66	0.594	65	65
Total	Customer Knowledge	4.28	0.773	200	200
	Perceived Firm Expertise	3.96	0.732	200	200
	Customer Participation	4.18	0.857	200	200
	Humour	3.81	0.974	200	200
	Unexpected Coupons	3.80	0.827	200	200
	Advertisements	3.68	0.879	200	200
	Add-On Features	3.79	0.975	200	200
	Appearance	3.66	0.927	200	200
	Schema Discrepancy	3.70	0.925	200	200
	Environment	4.10	0.965	200	200

(4) Hypotheses Formulation

✪ **H$_A$:** 'Customer knowledge' significantly differs from surprise in category 1 *(low delight)*, category 2 *(moderate delight)*, and category 3 *(high delight)*.
Similarly H$_B$, H$_C$... H$_J$ were formulated between surprise and predictor variables.

Customer surprise discriminating behavior is hypothesized as :

✪ **H$_K$:** Surprise function 1 carrying 10 predictor variables significantly discriminates customer delight among the category 1 *(low delight)*, category 2 *(moderate delight)*, and category 3 *(high delight)*.

✪ **H$_L$:** Surprise function 2 carrying 10 predictor variables significantly discriminates customer delight among the category 1 *(low delight)*, category 2 *(moderate delight)*, and category 3 *(high delight)*.

Analysis and Results

SPSS was used to analyze the data. The basic rationalization of research sufficiently requires Cronbach alpha value to be 0.70 or higher. The psychometric property of the scale reliability is verified by Cronbach's coefficient alpha valuing 0.769 for internal consistency. The group statistics Table 1 reveals in preliminary investigation that mean and standard deviation of predictor variables are separating the categories. It explains mean and standard deviation of predictor variables are categorized in category 1, category 2, and category 3. It also points classification of category 1 mean and standard deviation by 40 respondents, category 2 with 95 respondents, and category 3 with 65 respondents.

For discriminant analysis, customer attitude was divided into three groups with taxonomy 1: low delight (satisfied), group 2 : moderate delight, and group 3: highly delighted respondents.

The values of F and Wilks' Lambda are exhibited in the Table 2. The variables - customer knowledge, perceived firm expertise, customer participation, humor, unexpected coupons, advertisement, add-on features, appearance, schema discrepancy, and environment significantly differ in terms of surprise in the category 1 (low delight), category 2 (moderate delight), and category 3 (high delight). This difference is apparent from the Table 1 variable mean in three categories. From the Table 2, it can be inferred that all our alternative hypotheses, i.e., H$_A$, H$_B$,......, H$_J$ are accepted at the 1% level of significance (99% confidence level).

Table 2. Tests of Equality of Group Means

	Wilks' Lambda	F	df1	df2	Sig.
Customer Knowledge	0.763	30.56	2	197	0.000
Perceived Firm Expertise	0.778	28.18	2	197	0.000
Customer Participation	0.672	48.02	2	197	0.000
Humour	0.742	34.26	2	197	0.000
Unexpected Coupons	0.793	25.73	2	197	0.000
Advertisements	0.693	43.59	2	197	0.000
Add-On features	0.565	75.91	2	197	0.000
Appearance	0.600	65.59	2	197	0.000
Schema Discrepancy	0.750	32.91	2	197	0.000
Environment	0.572	73.68	2	197	0.000

Level of significance ($p < 0.001$).

The difference in the perception on all predictor variables together has classified the customers in different categories. As observed from the Table 3, the canonical discriminant function 1 is found to be significant. The fallout of discriminant function analysis reveals the discriminant function's significance as measured by high chi-square statistic and variance explained by 95.3% by function 1 (Table 3). The clearer and towering difference in variance explains the predictor variables' classification of surprise in three clusters - cluster 1 as low delight ; cluster 2 as delighted ; and cluster 3 as highly delighted - by function 1 relative to function 2 to be significant. Thus, we accept the alternative hypotheses H_K and H_L that canonical function 1 and 2 discriminate the one category with the other two categories, respectively. The Table 4 is a summary of hypotheses testing on the basis of Table 2 and Table 3.

The structure matrix Table 5 show signs of within group correlation of each predictor variable in the canonical functions. The asterisk mark exhibits the strong positive correlation of predictor variables, that is, add-on features, humour, schema discrepancy, and perceived firm expertise in function 1. Similarly, customer participation, store

Table 3. Canonical Discriminant Function

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation	Wilks' Lambda	Chi-square	df	Sig.
1	6.176	95.3	95.3	0.928	0.107	430.31	20	0.000
2	.303	4.7	100	0.482	0.767	50.952	9	0.000

Level of significance ($p < 0.001$).

Table 4: Hypotheses Test Results

No.	Hypothesis	Result
H_A	"Customer Knowledge" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_B	"Perceived Firm Expertise" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_C	"Customer Participation" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_D	"Humour" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_E	"Unexpected Coupons" significantly differ in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_F	"Advertisements" significantly differ in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_G	"Add-on Features" significantly differ in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_H	"Product Appearance" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_I	"Schema Discrepancy" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_J	"Store Environment" significantly differs in case of surprise in category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_K	Surprise function 1 carrying 10 predictor variables significantly discriminates customer delight among the category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted
H_L	Surprise function 2 carrying 10 predictor variables significantly discriminates customer delight among the category 1 (Low Delight), category 2 (Moderate Delight), and category 3 (High Delight).	Accepted

Table 5. Structure Matrix

	Function	
	1	**2**
Add-On Features	**.352***	.122
Humour	**.235***	.141
Schema Discrepancy	**.232***	.092
Perceived Firm Expertise	**.215***	.020
Customer Participation	.250	**-.581***
Environment	.337	**-.542***
Customer Knowledge	.200	**-.460***
Appearance	.314	**.436***
Unexpected Coupons	.185	**.405***
Advertisement	.256	**.354***

Pooled within-groups correlations between discriminating variables and standardized canonical discriminant functions.

Variables ordered by absolute size of correlation within function.

*. Largest absolute correlation between each variable and any discriminant function.

Table 6. Classification Results [b,c]

Categories			Predicted Group Membership			Total
			1	**2**	**3**	
Original	Count	1	38	2	0	40
		2	2	93	0	95
		3	0	1	64	65
	%	1	95	5	0	100
		2	2.1	97.9	0.0	100.0
		3	0.0	1.5	98.5	100.0
Cross-validated [a]	Count	1	38.0	2.0	0.0	40.0
		2	4	90	1	95
		3	0	2	63	65
	%	1	95.0	5.0	0.0	100.0
		2	4.2	94.7	1.1	100.0
		3	0.0	3.1	96.9	100.0

a. Cross validation is done only for those cases in the analysis. In cross validation, each case is classified by the functions derived from all cases other than that case.

b. **97.5%** of original grouped cases correctly classified.

c. **95.5%** of cross-validated grouped cases correctly classified.

environment, customer knowledge, appearance, unexpected coupons, and advertisement are found strongly negative and positive related as well in function 2.

Further, the classification matrix in Table 6 exhibits that the applied discriminant model is valid. The computed hit ratio as given in the Table 4 is 98.0% [(38+93+64)/ 200]. The classification of three categories are justified by chance qualification as 1/3 = 0.33. For sufficient validity of the discriminant analysis classification, validity accomplished from discriminant analysis is 25% greater than that obtained from chance. So, the maximum

Table 7. Canonical Discriminant Function Coefficients

	Function	
	1	2
Customer Knowledge	0.427	-0.565
Perceived Firm Expertise	0.543	0.155
Customer Participation	0.436	-0.528
Humour	0.485	0.006
Unexpected Coupons	0.371	0.464
Advertisements	0.393	0.373
Add-on Features	0.590	0.091
Appearance	0.686	0.434
Schema Discrepancy	0.516	0.110
Environment	0.685	-0.541
(Constant)	-19.958	0.733

Figure 2. Canonical Discriminant Functions

Figure 2 Canonical Discriminant Functions

Group Centroids		
Categories	Function	
	1	2
1	-3.86	0.68
2	-0.46	-0.57
3	3.04	0.41
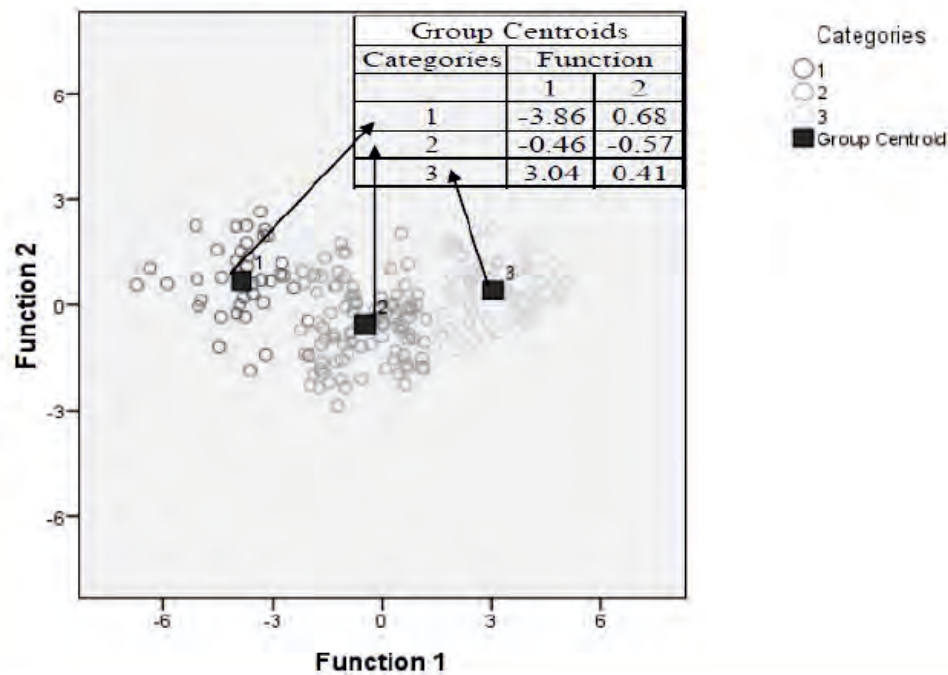
percentage of elements classified correctly in pertaining to the study is obtained as 58% [0.33 + 0.25 = 0.58]. On assessment, the calculated hit ratio of the sample (97.5%) and cross-validated group (95.5%) in Table 6 shows evidence of greater than maximum chance criterion of 58%; confirming the discriminant analysis classification validity of our present study.

The Table 7 exhibits the coefficients of predictor variables in function 1 and function 2. Subsequently, in order to explain the level of involvement of 10 predictor variables, discriminant loadings with group centroids (means of the discriminant function scores for observations in each discriminant group) is utilized. The Figure 2 portrays the group centroids of canonical discriminant function 1 and function 2. The Figure 2 clearly classifies the groups on the basis of each function which segregates them as low delight, moderate delight, and high delight on the basis of distance evaluation. The group centroids reveal that the primary source of difference for function 1 is between the categories 3 versus 1 and 2, and between categories 2 and 3 versus category 1 for function 2. The classification can also be made evident on the basis of structure matrix (Table 5) representing the correlation between the discriminating variables and standardized canonical discriminant functions, leading to profile the discriminating factor analysis among the group behaviors.

Customer delight is an advanced domain in consumer behavior studies. Customer delight response is the output of behavioral and emotional processing. The results from discriminant analysis are used to conclude the study by using perceptual plots. Neal (1989) proposed the graphical plots of group centroids and predictor variables by using discriminant linear functions. The study proposes using attribute-based perceptual plots of respondents in relation to the discriminant function. Discriminant analysis can also use perceptual plots to portray the classification and profile categories by using canonical discriminant function obtained at group means and coefficients. The present study also conducts the same application to portray the behavior of categories by using Figure 3 (variable plot), Figure 4 (group centroids), and Figure 5 (composite). The magnitude of predictor variables is also proposed for identifying the relative weight of predictor variables in Table 8 and   Figure 6. We begin our discussion by analyzing the outcomes of discriminant function :

(i)   Discriminant Function 1 and 2 : As we know that maximum classification is obtained by significant function 1 with variance of 95.3%. This function 1 distinguishes high delight (category 3) from low delight (category 1) and moderate delight (category 2) (Figure 2). Add-on features (0.352), humour (0.235), schema discrepancy (0.232), and perceived firm expertise (0.215) are loaded, describing maximum discrimination by function 1 (Table 5). The maximum loading is found on add-on features of smart phones. Add-on features of smart phones (0.352) classify the surprise element with positive correlation leading to high delight. This result shows that highly delighted customers exhibit secondary emotions like satisfaction, joy, and delight with add-on features of smart phones like up-gradation of software like android and WhatsApp with new versions (Bertini et al., 2009).

Humour is also seen to enter in function 1, which leads us to infer that customers with high delight emotions have a favorable attitude towards the humorous appeal that is created by firms' marketing communications efforts (Alden et al., 2000; Berg & Lippman 2001; Bergeron & Roy 2008). Another predictor variable that played a key role in classifying a highly delighted customer is schema discrepancy. These customers agreed that they were interested to experience positive surprise by association with different or distinct smart phones. The highly delighted customers experienced distortion of schema due to unexpected and attractive smart phones (Gwynne, 2002; Ludden et al., 2012). The last predictor that entered in function 1 is perceived firm expertise. Highly delighted customers are positive about their smart phone firm's expertise in offering a great product, thereby creating positive surprises (Bergeron & Roy, 2008). The variable vector diagram also confirms that the direction of predictor variables entered in function 1 has a positive direction tending towards group centroid of high delight (Figure 5).

The function 2 significantly distinguishes the category of low delight (category1) from moderately delighted (category 2) and highly delighted respondents (category 3) on the basis of surprise response with a variance of 4.7% (Table 3). The predictor variables entered in this function responsible for primary emotions like surprise and classifying secondary emotion delight are customer participation (-0.581), store environment (-0.542), customer knowledge (-0.460), appearance (0.436), unexpected coupons (0.405), and advertisement (0.345) with respective loads as exhibited in the Table 5.

Figure 3. Variable Vectors

Figure 4. Group Centroids
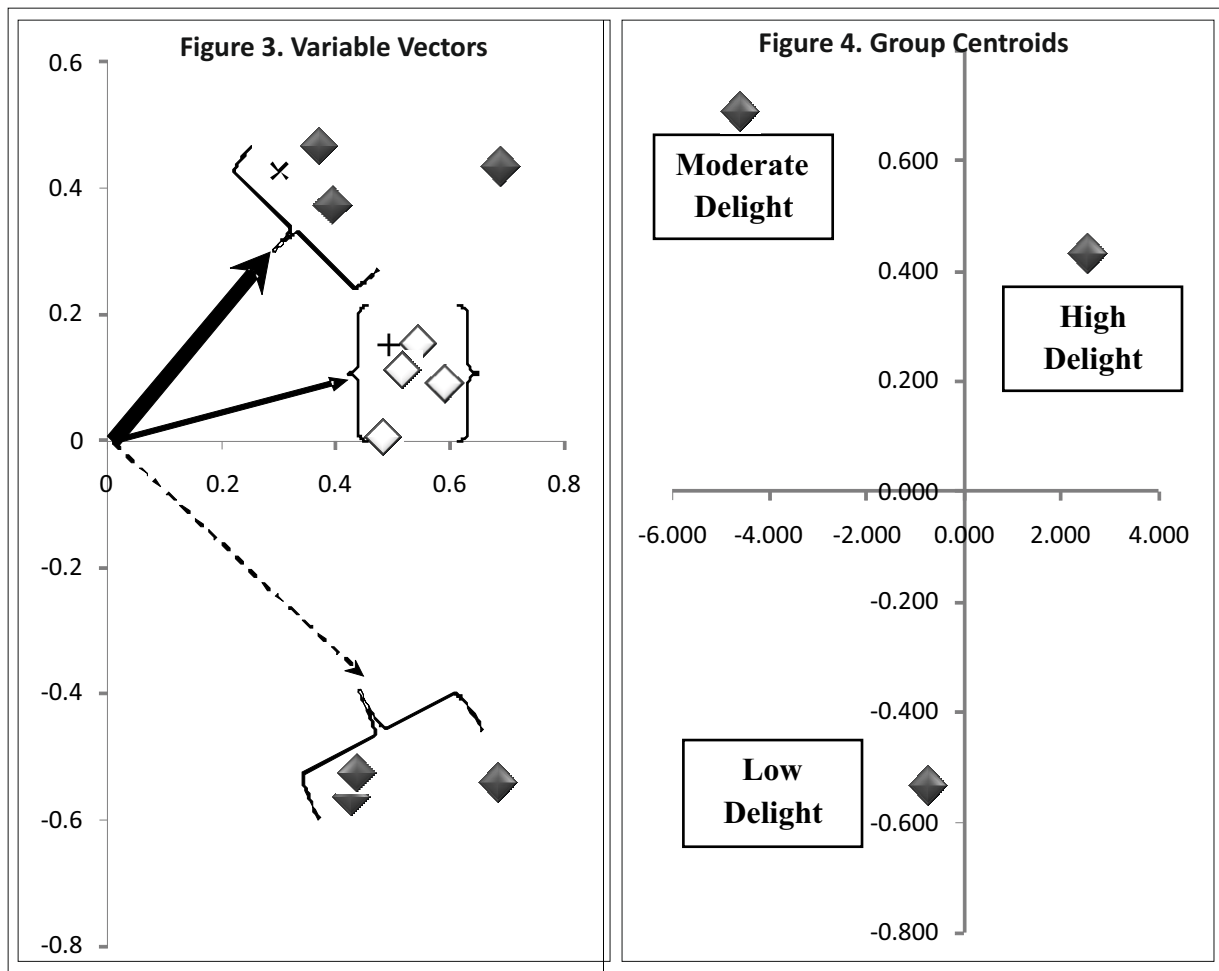
The predictor variables having a positive effect are : appearance (0.436), unexpected coupons (0.405), and advertisements (0.345) - these create surprise but are unable to classify moderately delighted customers (Figure 5). These predictors have a positive direction as the vector diagram Figure 3 exhibits. These variables play a vital role in classifying the two groups : moderate and highly delighted ones separately. The predictor variables like customer participation (-0.581), store environment (-0.542), and customer knowledge (-0.460) have a negative direction, thereby ensuring that the surprise effect is in an unwelcome direction for the marketer (Figure 3).

In continuum, we summarize our results from the Table 5 structure matrix that upper end delighted customers (moderate and high) consciously agreed on seven predictor variables classifying their delight created through surprise from lower end delight customers. This inference can also be confirmed by the direction (Figure 3) and distance assessment of seven predictor variables pertaining to the composite vector diagram Figure 5 and structure matrix Table 5. The remaining three predictor variable vectors (customer participation, store environment, and customer knowledge) tend negatively towards group centroid of low delight (Figure 3 ; Figure 5). The critical evaluation of canonical discriminant function using perceptual plots is discussed in the upcoming section, defining profiles of categories.

(ii) Perceptual Map of Category 1 *(Low Delight)* : The customers in this category have low delight with the product. The customers with low delight appeared to have a positive emotion about the product appearance. Mobile appearance like design curves and edges in design; mobile dimensions - screen size, that is, small and large;

Figure 5. Composite
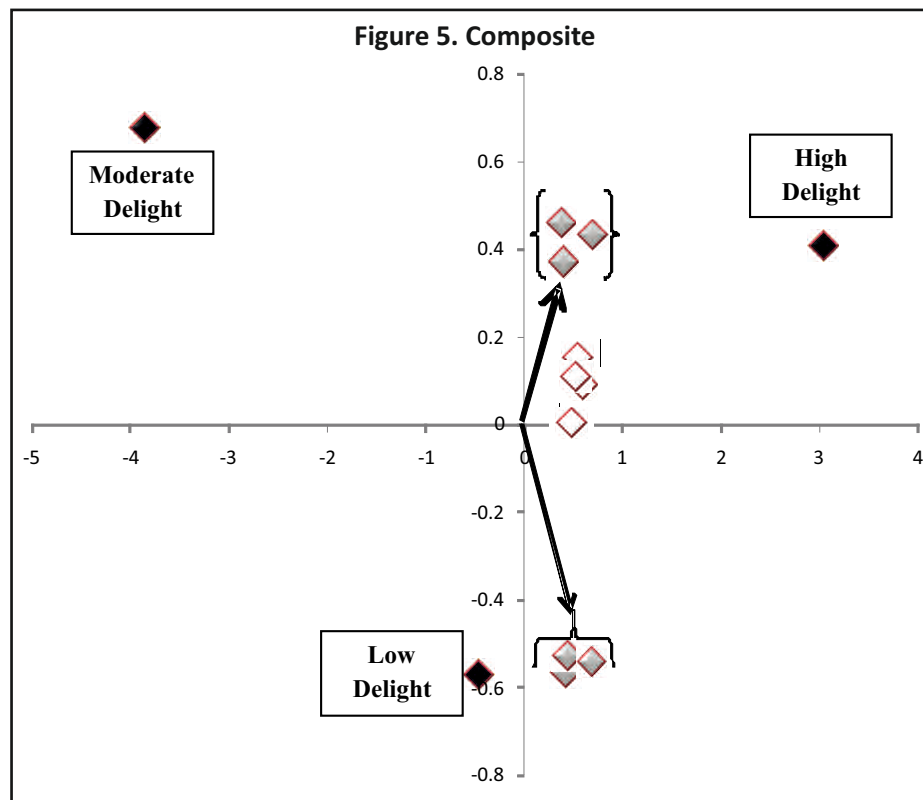
style like colors, that is, pink for girls, gold for classes, and black for masses appeal customers (Ludden et al., 2012). Unexpected benefits like coupons and incentives are desired in this category. These customers are delighted by need or expectation fulfilment through product appeals and performance. The product promotions like sales promotion, incentives attract these customers. It also observed that customers of this category have similar positive views - as related studies identified - towards unexpected coupons (Heilman et al., 2002). This study revealed that this group of customers was optimistic about advertisement messages and affective/ emotional appeals (Alden et al., 2000; Teixeira et al., 2012). Customers are surprised with advertising appeals of smart phones. The respondents experiencing low delight were alienating themselves from advertising messages that created hype and curiosity. This category is somewhat affective towards aforesaid predictors in a positive manner as revealed by direction vectors in Figure 3 and Figure 4.

The perceptual mapping through vectors movement helped us in critical analysis of other vectors. The critical output of mapping reveals that customers of this category are classified from other categories due to predictors like customer participation (-0.581), store environment (-0.542), and customer knowledge (-0.460). Customer's participation carries magnitude value of 0.685 classifying most (Table 8; Figure 6). The customer participation is found responsible for moderating the effect, leading to low delight (Chang & Taylor, 2016). Chang and Taylor (2016) identified moderating results due to customer participation in new product development process. For store environment, we observed similar inferences of Kaltcheva and Weitz (2006) - that task oriented customers have low feelings from store environment to complete the shopping efficiently. Customer knowledge is firm's know-how about customer needs and appeared low (mean value from Table 1) for this category in comparison to other categories. Firm's customer knowledge helps to create pleasant surprises, which was also observed by Bergeron and Roy (2008).

(iii) Perceptual Map of Category 2 *(Moderate Delight)* : Perceptual plots based on discriminant function analysis

Table 8. Variable Vector Magnitude

Vectors	Function		Vector Magnitude (In Decreasing)
	1	2	
Environment	0.685	-0.541	0.873
Appearance	0.686	0.434	0.812
Customer Knowledge	0.427	-0.565	0.708
Customer participation	0.436	-0.528	0.685
Add-on features	0.590	0.091	0.597
Unexpected Coupons	0.371	0.464	0.594
Perceived Firm Expertise	0.543	0.155	0.565
Advertisement	0.393	0.373	0.542
Schema Discrepancy	0.516	0.110	0.528
Humor	0.485	0.006	0.485

Figure 6. Variable Vector Magnitudes
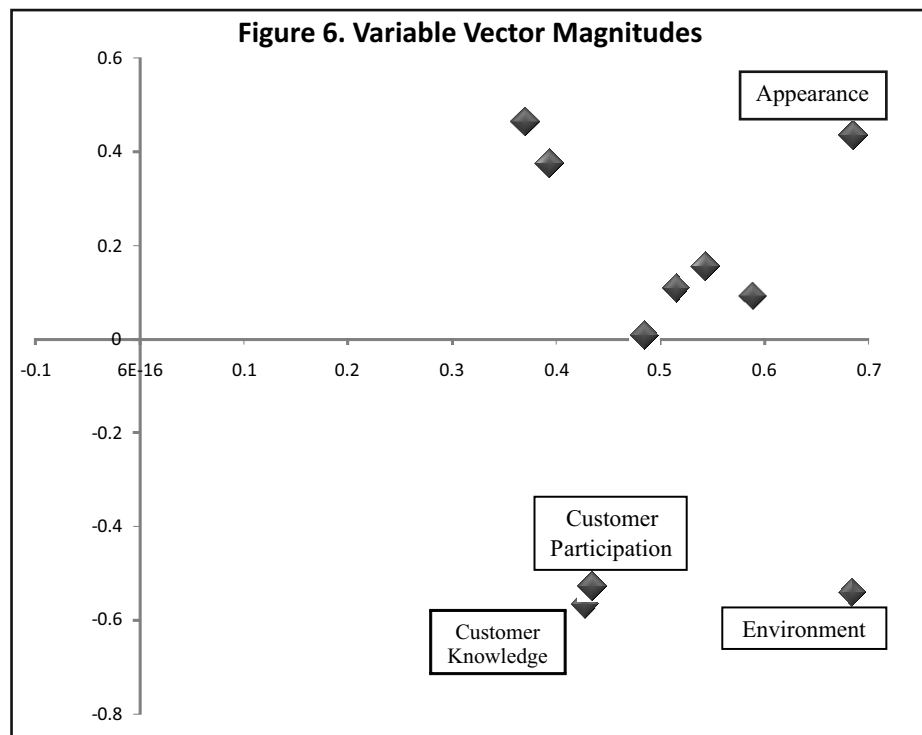
are drawn for research interpretation. We attempt to draw a conclusion that the category 2 (moderately delighted) respondents were found located in the 2nd quadrant in group centroids (Figure 4). Moderately delighted customers on surprise as a predictor were unsure as they occupied a quadrant of both positive and negative dimensions. Though discriminant function analysis is unable to classify moderate delight customers, but perceptual plots is the way out for profiling this category. Customers appeared somewhat certain about their mobile's appearance, unexpected coupons available at mobile retail shops, and mobile advertisements playing a key role in surprising them. These predictor surprise variables entered significantly in function 2 with positive values as the function 2 appeared significant in classifying low end of delight from its upper end delight responses. In Cartesian plane, the distance between these variables appear closet after highest delighted customer. This develops an idea that smart

phone companies should not compromise on these predictor variables as moderate delight is the next absolute state.

(iv) Perceptual Map of Category 3 *(High Delight)* : Marketers and businesses favor this state of customer response most. The respondents in this category enjoy surprises from add-on features of their customers. The upgradation of mobile in processing platforms like android version from ice cream sandwich to lollipop and further to kitkat lures customers surprisingly. The upgradation of frequently used application like Whatsapp creates novelty. Similar favorable results were identified by Bertini et al. (2009) from studies conducted over cameras and MP3 players. High delighted customers like humorous positioning of their smart phones. These customers feel pleasure in associating themselves with hilarious and amusing experiences of mobile phones. Advertisements and other integrated marketing tools through television and radio favors the use of humor appeal to creating positive expected and unexpected responses from customers (Alden et al., 2000; Berg & Lippman 2001 ; Deckers & Winters, 1986). Schema discrepancy entered third in function 1, which significantly speaks that customers of high delight experience incongruence from pre-experienced and pre-occupied disposition about mobiles. This experience creates surprise, and the positive direction in Figure 3 confirms the positive affect resulting in absolute classification, that is, high delight. The present study affirms the results of studies conducted on schema discrepancy/ incongruity on television advertisement by Alden et al. (2000) and size of stimuli by Deckers and Winters (1986). A firm's expertise in fulfilling customers' revealed needs and hedonic benefits through potential and distinct mobiles is appreciated by customers in creating a (surprise) positive affect tending towards high delight (Figure 5).

Conclusion and Managerial Implications

Customer delight is an enhanced concept focused on creating joyful and pleasurable customer experience through product and service usage. The present study tried to segment the customers in three categories of delight as *low*, *moderate,* and *high*. Multiple discriminant analysis was used to classify and profile the customers from one another on the basis of their level of surprise. Surprise statements were made affective by forming positive emotional sentences and agreement rating was demanded. Cluster 3 is the cluster of highly delighted customers and the same is confirmed by the function 1 with a variance of 95.3%. This study reveals that highly delighted customers favor the surprise impact of add-on features, humour, schema discrepancy, and perceived firm expertise.

The category 1 is the low delight respondent having a variance of 4.7%. Function 2 also appears significant with varied correlation of customer participation, store environment, customer knowledge, appearance, unexpected coupons, and advertisements. The satisfied customers are affected by the ambience and aesthetics of a retail store. Company promotional efforts like advertisements create positive surprise and lead to satisfaction. This study also favors that low delighted customers are curious in nature. Category 2, that is, moderate delight customers were found to be indifferent, as low delight customers, to surprise. Companies can communicate the related benefits of products and services to customers by positive surprise, leading to satisfied and delighted customers.

This study opens an avenue for marketers to profile customers on the basis of *affect*. Managers can use the present study to classify customers in categories of *low, moderate, and high delight*. The study would also help in identifying measures to create a transformation of customers from their present category to the desired category. The empirical outcome of the study reveals the role of surprise in creating customer delight. Companies may retain their smart phone users by identifying the categories and creating a transformation from present category to desired category. Mobile marketers can use the suggested measures to create positive surprises and further direct consumers to customer delight.

Limitations of the Study and Scope for Further Research

The present work has some limitations like the sample size was limited to 200 respondents. Though the sample size is sufficient, but a larger sample can give more refined results. The study is confined to centrally located cities of India in order to reach the respondents. The study is based on the assumption of classifying customers on the basis of delight level, limiting it to discriminant analysis. The unpredictable business dynamics may change the customer responses and assumptions both.

Customer delight is an unexplored domain of marketing management. The present study opens a scope for forthcoming researchers to explore customer delight by using large samples and a larger study area than what has been used in the present study. The present work, through vector analysis, lets us understand the behavior of predictor variables in depth. As moderate delight customers are very important for a business, the research insights can be advanced for preparing marketing strategies and innovation to transform them into high delight customers. The proposed model can also be applied to similar product categories like laptops, refrigerators, and so forth.

References

Alden, D. L., Mukherjee, A., & Hoyer, W. D. (2000). The effects of incongruity, surprise and positive moderators on perceived humor in television advertising. *Journal of Advertising, 29* (2), 1-15.

Barnes, D. C., Ponder, N., & Dugar, K. (2011). Investigating the key routes to customer delight. *Journal of Marketing Theory and Practice, 19* (4), 359-376.

Berg, E. M., & Lippman, L. G. (2001). Does humor in radio advertising affect recognition of novel product brand names? *Journal of General Psychology, 128* (2), 194-205.

Bergeron, J., & Roy, J. (2008). Pleasantly surprising clients: A tactic in relationship marketing for building competitive advantage in the financial services sector. *Canadian Journal of Administrative Sciences, 25* (3), 171-184.

Bertini, M., Ofek, E., & Ariely, D. (2009). The impact of add-on features on consumer product evaluations. *Journal of Consumer Research, 36* (1), 17-28. DOI: http://dx.doi.org/10.1086/596717

Bowen, J. (1990). Development of a taxonomy of services to gain strategic marketing insights. *Journal of the Academy of Marketing Science, 18* (1), 43-49. DOI: 10.1007/BF02729761

Chang, W., & Taylor, S. A. (2016). The effectiveness of customer participation in new product development : A meta-analysis. *Journal of Marketing, 80* (1), 47-64. doi: http://dx.doi.org/10.1509/jm.14.0057

Deckers, L., & Winters, J. A. (1986). Surprise and humor in response to discrepantly short and/or heavy stimuli in a psychophysical task. *Journal of General Psychology, 113* (1), 57-63.

Ganesan, P., & Sridhar, M. (2014). Smart phone attribute choice and brand importance for millennial customers. *Journal of Contemporary Management Research, 8* (2), 71-89.

Goswami, S., & Sarma, M. K. (2014). Management of guest delight in hotels: An exploratory study. *Vision: The Journal of Business Perspective, 18* (1), 29-45. doi: 10.1177/0972262913517330

Gwynne, P. (2002). Surprise as a marketing tool: Customer delight might not always lead to long-term satisfaction and loyalty. *MIT Sloan Management Review, 44* (1), 15-16.

Heilman, C. M., Nakamoto, K., & Rao, A. G. (2002). Pleasant surprises: Consumer response to unexpected in-store coupons. *Journal of Marketing Research, 39* (2), 242-252. doi: http://dx.doi.org/10.1509/jmkr.39.2.242.19081

Kaltcheva, V. D., & Weitz, B. A. (2006). When should a retailer create an exciting store environment? *Journal of Marketing, 70* (1), 107-118.

Ludden, G. D., Schifferstein, H. N., & Hekkert, P. (2012). Beyond surprise: A longitudinal study on the experience of visual-tactual incongruities in products. *International Journal of Design, 6* (1), 1-10.

Neal, W. D. (1989). Using discriminant analysis in marketing research: Part 2. *Marketing Research, 1* (4), 55-60.

Oliver, R.L., Rust, R.T., & Varki, S. (1997). Customer delight: Foundations, findings, and managerial insight. *Journal of Retailing, 73* (3), 311-336.

Reisenzein, R., Meyer, W. U., & Schützwohl, A. (1996). Reactions to surprising events: A paradigm for emotion research. In *Proceedings of the 9th conference of the International Society for Research on Emotions* (pp. 292-296).

Saranya, K., & Santhi, P. (2016). Enhancing customer delight in LED televisions by using the KANO Model. *Indian Journal of Marketing, 46* (1), 49-60. DOI: 10.17010/ijom/2016/v46/i1/85748

Schneider, B., & Bowen, D. E. (1999). Understanding customer delight and outrage. *Sloan Management Review, 41*(1), 35-45.

Schützwohl, A. (1998). Surprise and schema strength. *Journal of Experimental Psychology: Learning, Memory, and Cognition, 24* (5), 1182-1199.

Teixeira, T., Wedel, M., & Pieters, R. (2012). Emotion-induced engagement in internet video advertisements. *Journal of Marketing Research, 49* (2), 144-159.

Vanhamme, J. (2000). The link between surprise and satisfaction: an exploratory research on how best to measure surprise. *Journal of Marketing Management, 16* (6), 565-582.

Vanhamme, J., & Snelders, D. (2001). The role of surprise in satisfaction judgements. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior, 14*, 27-45.

Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing, 85* (1), 31-41.

Appendix 1

The 10 affective statements based on review are as follows :

1) **Client Knowledge :** My company knows my personal needs and expectations.

2) **Perceived Firm Expertise:** My product/ brand is an expert and knows my needs.

3) **Customer Participation:** My product/ brand are a bundle of curiosity.

4) **Humor:** I enjoy humorous appeal of my product/ brand.

5) **Unexpected Coupons :** I feel pleasant when I get an unexpected coupon.

6) **Advertisement:** I feel curious or hype to see my product/brand advertisement.

7) **Add-on features:** I really enjoy encountering unexpected add-on features of my product/ brand.

8) **Product Appearance:** My product/ brand design appears "differently wow".

9) **Schema Discrepancy:** I feel pleasure associated with a distinct product/ brand.

10) **Store Environment:** I purchase/ shop my product/ brand from an exciting store.

Overall, I feel surprisingly_____ about my product/ service.