

Building, measuring, and profiting from customer loyalty

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Abstract Achieving customer loyalty is a primary marketing goal, but building loyalty and reaping its rewards remain ongoing challenges. Theory suggests that loyalty comprises attitudes and purchase behaviors that benefit one seller over competitors. Yet researchers examining loyalty adopt widely varying conceptual and operational approaches. The present investigation examines the consequences of this heterogeneity by empirically mapping current conceptual approaches using an item-level coding of extant loyalty research, then testing how operational and study-specific characteristics moderate the strategy → loyalty → performance process through meta-analytic techniques. The results clarify dissimilarities in loyalty building strategies, how loyalty differentially affects performance and word of mouth, and the consequences of study-specific characteristics. Prescriptive advice based on 163

studies of customer loyalty addresses three seemingly simple but very critical questions: *What is customer loyalty? How is it measured?* and *What actually matters when it comes to customer loyalty?*

Keywords Customer loyalty · Relationship marketing · Content analysis · Meta-analysis · Word of mouth

Customer loyalty is the central thrust of marketing efforts (Dick and Basu 1994; Evanschitzky et al. 2012), and U.S. firms spend dramatically to build and manage customer loyalty. For example, annual loyalty program outlays have grown 27% since 2010 to exceed \$48 billion across 2.7 billion program enrollees in the United States alone, yet less than half of the 22 memberships per household are active (Berry 2013). However, the financial returns of many loyalty-building efforts fail to meet expectations (Henderson et al. 2011; Nunes and Dréze 2006). Even though the concept of “customer loyalty” has been debated for more 60 years (Brown 1952), the mixed returns of loyalty efforts still stem, in part, from divergent theoretical and operational approaches, such as the varied use of attitudinal loyalty without behavioral loyalty or the use of modified word-of-mouth measures as proxies for customer loyalty (Dick and Basu 1994; Keiningham et al. 2007; Oliver 1999; Reinartz and Kumar 2002). To test the consequences of this heterogeneity empirically, we synthesize extant loyalty research to provide parsimonious guidance to both academics and managers seeking to understand the strategy → customer loyalty → performance process.

Although there is no consensus definition of loyalty, extant research generally agrees that it represents a mix of attitudes and behaviors that benefit one firm relative to its competitors (Day 1969; Dick and Basu 1994; Melnyk et al. 2009). Within

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this conceptual umbrella, researchers often selectively examine loyalty as an attitude, purchase behavior, or multidimensional construct (e.g., attitudes and purchase behaviors, word of mouth). Beyond this broad description there is significant variation in the conceptualization and operationalization of loyalty, which may explain heterogeneity in loyalty-related effects. We map 163 studies published in marketing journals since 1980, at the measurement item level, to capture their heterogeneous research approaches. We then evaluate the degree to which this heterogeneity leads to disparate empirical results, by examining the structural relationships among loyalty, its antecedents, and its outcomes according to meta-analytic data (Zablah et al. 2012). Finally, we examine possible moderators of the effect of loyalty on outcomes with a meta-regression (Rubera and Kirca 2012).

The results of these analyses produce three main contributions. First, we reconcile the differential effects of two theoretical elements of customer loyalty—attitudes and behaviors—according to meta-analytic results. The antecedents differentially build attitudinal and behavioral loyalty, and attitudinal and behavioral loyalty differentially influence managerially relevant outcomes such as word of mouth and performance (i.e., sales, share of wallet, profit performance, and other measurable changes). The common research practice of using single-element measures of loyalty (i.e., only attitude or behavior) thus leads to mixed guidance regarding the effect of loyalty on performance. This concern is especially problematic when we note that most research (65% of studies in our sample) examines loyalty as an end outcome, such that it serves as a potentially misleading proxy for performance.

Second, we examine the moderating role of the measurement composition (e.g., ratio of attitudinal vs. behavioral loyalty items, inclusion of word-of-mouth items) and study-specific characteristics (e.g., temporal orientation) to explain additional variance in loyalty-related effects, using a meta-analysis of the sources of variation identified by our literature review and item-level coding procedure. We find for example that measures composed of combined attitudinal and behavioral items are more effective than attitude-only or behavior-only measures. Varying measurement compositions and study-specific characteristics of loyalty also produces different effects, depending on the type of loyalty and the outcome of interest. These analyses help clarify the heterogeneity in loyalty effects that stem from conceptualizations and the study context.

Third, we provide prescriptive guidance for researchers and managers. In particular, we recommend strategies that build attitudinal and behavioral loyalty, the use of loyalty items obtained from the measures that are most predictive of performance and word of mouth, and consideration of contextual information (e.g., business vs. consumer markets) that can leverage the effect of customer loyalty. We thus attempt to add clarity to the varied conceptual and empirical findings

achieved through decades of research by answering three simple but important questions: *What is customer loyalty?* (theoretical), *What are researchers doing?* (measurement approaches), and *What actually matters?* (empirical results).

Theoretical domain of customer loyalty

The rich early history of customer loyalty research allowed Jacoby and Chestnut (1978) to cite more than 50 definitions of it. Following more recent, elaborate theoretical expositions (Dick and Basu 1994; Oliver 1999), current theories most often delineate attitudinal loyalty and behavioral loyalty as customer loyalty's primary elements (Chaudhuri and Holbrook 2001).

Loyalty as favorable attitudes and purchase behaviors

Attitudes are the first element of customer loyalty. People are motivated information processors who use information to form their attitudes (Ahluwalia 2000; Moorman et al. 1993). Attitudinal loyalty then is a “cognition” or “pleasurable fulfillment” that favors a particular entity (Oliver 1999, p. 35; see also Chaudhuri and Holbrook 2001). Strong, loyal attitudes result from systematic evaluations (Petty and Cacioppo 1986) and influence many customer performance-related behaviors (Park et al. 2010; Petty, Haugtvedt, and Smith 1995). Strong positive attitudes induce “defensive processes” in the face of competition that cause customers to resist competitive offers, even when they are objectively better (Ahluwalia 2000, p. 230). Oliver (1999, p. 34) captures this idea when he notes that loyalty persists “despite situational influences and marketing efforts [that have] the potential to cause switching behavior.”

Purchase behaviors, the second element of loyalty, are also central in loyalty research (Ailawadi et al. 2008; De Wulf et al. 2001). Behavioral loyalty entails repeated purchases that stem from a conation or action orientation involving a “readiness to act” to the benefit of a particular entity (Oliver 1999, p. 35; see also Chaudhuri and Holbrook 2001; De Wulf et al. 2003). Various examinations of customer loyalty focus on measuring behaviors, such as repeated purchase behaviors, that have obvious benefits for a firm's financial performance. This view has given rise to stochastic models of loyalty, including the use of recency, frequency, monetary theory; churn/retention; and purchase sequences. Prior research also demonstrates the benefits of behavioral loyalty. For example, Gupta et al. (2004) find that the impact of a 1% improvement in customer retention is five times greater than the effects of a similar increase in margin. Yet purely behavioral approaches are often agnostic about the psychological processes associated with customer action. They ignore the real possibility that repetitive purchase behavior arises from situational constraints, such as a

lack of viable alternatives, or usage situations, such as habit (Henderson et al. 2011). Regardless of their cause, customer behaviors can explain financial outcomes as loyalty-based purchase activities.

Measurement composition and study-specific characteristics in loyalty research

Despite clear delineations between attitudes and purchase behaviors, theories of customer loyalty suggest both are integral (Dick and Basu 1994; Oliver 1999). Furthermore, some researchers characterize loyalty as a general orientation reflected by non-purchase behaviors, such as advocacy (Jones et al. 2008), willingness to pay a premium (Chaudhuri and Holbrook 2001), or continued silence in the hope that things get better (Hirschman 1970). As a result, loyalty measures are often fuzzy; despite its duration, literature on loyalty presents ad hoc measures that are sometimes composed of attitudinal items, sometimes composed of behavioral items, or both—or even both together with items that measure ancillary constructs. For example, many researchers include word of mouth (WOM) items in their operationalization of customer loyalty (Evanschitzky et al. 2012), despite both theoretical (Dick and Basu 1994) and empirical (de Matos and Rossi 2008; Söderlund 2006) arguments for their separation.

In addition, researchers examine customer loyalty in various research settings, creating research-specific measurement characteristics that may exert influences on results. We consider two key characteristics: temporal orientation and target. *Temporal orientation* refers to whether loyalty is measured as a past account or future predictions of loyal attitudes and behaviors. For example, a customer might be asked to recall previous instances of being loyal (Ailawadi et al. 2008; Davis-Sramek et al. 2009) or else estimate future intentions to be loyal (Johnson et al. 2006; Wagner et al. 2009). The *target* is the attribution customers make about to whom or what they are loyal. For example, loyalty may be “owned by” or directed toward the selling firm or a salesperson (Palmatier et al. 2007). We consider the effects of both measurement composition and study-specific characteristics in the subsequent sections.

Conceptual model and hypotheses

To understand how loyalty may vary depending on its operationalization, we first consider how linkages in the antecedents → customer loyalty → outcomes framework vary depending on the use of attitudinal or behavioral loyalty. By examining attitudinal and behavioral loyalty as separate mediators, we can isolate relative differences in both their main and interaction effects. Therefore, we evaluate how the theory underlying each element supports distinct predictions. We

only include constructs in our conceptual framework if prior studies have demonstrated at least three empirical links between the antecedent and attitudinal and behavioral loyalties, to enable our tests of the differences through meta-analysis. We also include measures that feature both attitudinal and behavioral loyalties to support moderation analyses. We identified four antecedents (commitment, trust, satisfaction, and loyalty incentives) and two outcomes (WOM and performance) that meet these criteria. Table 1 summarizes the constructs included in the model, their definitions, and common aliases. Furthermore, we evaluate other sources of heterogeneity identified in our literature review (measurement composition, study-specific characteristics) and probe for additional sources of heterogeneity by coding study-level factors to test their effects on loyalty-to-outcome linkages. Consistent with our research questions, our hypotheses focus on comparative differences among the links in our model.

Loyalty antecedents

Commitment, trust, satisfaction, and loyalty incentives (e.g., reward programs, perks, favorable treatment) have all been positively linked to customer loyalty, but we expect them to have differential effects on attitudinal and behavioral loyalties. Attitudinal loyalty results from positive evaluations of a seller based on previous exchange experience (Brakus et al. 2009; Liu-Thompkins and Tam 2013). Drivers of loyalty that primarily enhance a customer’s evaluation of the exchange should have a stronger effect on attitudinal than on behavioral loyalty. Conversely, behavioral loyalty results from situational triggers and habit (Gustafsson et al. 2005; Johnson et al. 2006), which may not involve a strong attitudinal component. Thus drivers of loyalty that primarily operate as situational triggers in an exchange should have a stronger effect on behavioral than on attitudinal loyalty. *Commitment*, or the desire to maintain a valued relationship (Moorman et al. 1992), *trust*, which is confidence in the reliability and integrity of a seller (Morgan and Hunt 1994), and *satisfaction*, which is the perceived difference between prior expectations and actual performance (Tse and Wilton 1988), all contribute to a customer’s positive experience. Commitment and trust create the sense that customers are in a pleasurable relationship rather than a passing transaction (Palmatier et al. 2006); satisfaction provides a comparative basis (prior expectation versus actual experience) on which to develop attitudes (Geyskens and Steenkamp 2000). Therefore, commitment, trust, and satisfaction should have stronger effects on attitudinal loyalty than on behavioral loyalty. Alternatively, loyalty incentives are additional “extrinsic” enticements meant to encourage repeat patronage (De Wulf et al. 2001), so they might operate as repurchase reminders that reduce effortful purchase considerations and encourage habitual purchasing or as rewards for the positive behavior of repurchasing (Henderson et al. 2011). Thus

Table 1 Review of construct definitions, aliases, and representative papers

Constructs	Definitions	Common aliases	Representative papers
Loyalty			
Attitudinal loyalty	A “cognition” or “pleasurable fulfillment” favoring one entity such as a firm, its brand, its salespersons, or its offerings (Oliver 1999, p. 35).	Affect, preference, warmth	Chaudhuri and Holbrook 2001; Chaudhuri and Ligas 2009; Yim et al. 2008
Behavioral loyalty	Repeated purchases that stem from a conation or action orientation involving a “readiness to act” favoring one entity (Oliver 1999, p. 35).	Purchase, repurchase, repurchase intentions, retention, return	Brown 1952; Chaudhuri and Holbrook 2001; De Wulf et al. 2003; Ehrenberg et al. 1990; Horsky et al. 2006
Loyalty	A collection of attitudes aligned with a series of purchase behaviors that systematically favor one entity over competing entities.	Customer loyalty, true loyalty	Brady et al. 2012; Dick and Basu 1994; Oliver 1999; Sirdeshmukh et al. 2002
Antecedents			
Commitment	A desire to maintain a valued relationship.	Affective, behavioral, obligation, and normative commitment	Anderson and Weitz 1992; Moorman et al. 1992; Morgan and Hunt 1994
Trust	Confidence in the reliability and integrity of a seller.	Trustworthiness, credibility, benevolence, and honesty	Hibbard et al. 2001; Morgan and Hunt 1994; Sirdeshmukh et al. 2002
Satisfaction	The perceived difference between prior expectations and actual performance.	Overall satisfaction or satisfaction with relationship, product or service	Geyskens and Steenkamp 2000; Tse and Wilton 1988
Loyalty incentives	Enticements meant to encourage repeat patronage.	Rewards, gifts, perks, benefits, resources, investments, and loyalty programs	De Wulf et al. 2001; Ganesan 1994
Outcomes			
Word of mouth	A customer's positive referral or endorsement of the seller to others.	Referrals and customer referrals	Berger and Schwartz 2011; Söderlund 2006
Performance	Actual seller performance enhancements including sales, share of wallet, profit performance, and other measurable changes to the seller's business.	Sales, share, sales effectiveness, profit, revenue, Tobin's Q, and sales performance	Gupta et al. 2004; Kumar 2013; Palmatier et al. 2007; Petersen et al. 2009

we expect loyalty incentives to operate primarily through behavioral rather than attitudinal loyalty. Finally, as the theory of planned behavior predicts and prior research demonstrates, we expect attitudinal loyalty to affect behavioral loyalty positively (Ajzen and Fishbein 1980; Chaudhuri and Holbrook 2001).

- H1: (a) Commitment, (b) trust, and (c) satisfaction have stronger positive effects on attitudinal loyalty than on behavioral loyalty.
 H2: Loyalty incentives have stronger positive effects on behavioral loyalty than on attitudinal loyalty.
 H3: Attitudinal loyalty positively affects behavioral loyalty.

Loyalty outcomes

We anticipate that the evaluation- and action-based mechanisms underlying attitudinal and behavioral loyalties differentially influence WOM and performance outcomes. Because attitudinal loyalty is associated with positive evaluations of a seller, and evaluations are abundant and easy to communicate, the effect of attitudinal loyalty should be strongest for WOM. Behavioral loyalty instead might not include a strong, accessible attitudinal component, which provides the basis for WOM (Berger and Schwartz 2011). Therefore, the effect of behavioral loyalty on WOM should be weaker than that of attitudinal loyalty. For performance, we expect an opposite pattern of effects. Attitudinal loyalty tends to be based on conformity (Berger and Heath 2008) and may exist despite situational constraints (e.g., financial, location) that impede actual purchases (i.e., loyalty can be aspirational), so we expect its effect on performance to be weaker. Instead, behavioral loyalty, which is based on a conation or readiness to act and is tied directly to purchase, should have a stronger effect on performance.

- H4: The effect of attitudinal loyalty on WOM is greater than the effect of behavioral loyalty.
 H5: The effect of behavioral loyalty on performance is greater than the effect of attitudinal loyalty.

Role of measurement composition and study-based characteristics

Researchers use different compositions of loyalty measures, which should moderate the effect of loyalty on outcomes. Dick and Basu (1994) provide a strong conceptual argument that neither a relatively high attitude nor a behavioral inclination to purchase repeatedly are sufficient to capture customer loyalty fully. Customers with high attitudinal loyalty go to greater lengths to support a seller, and their cognitive biases help them resist competitive persuasion attempts through

mechanisms such as avoidance or counterarguments (Ahluwalia 2000; Park et al. 2010). However, these customers also may lack the ability or opportunity to support the seller (e.g., financial constraints). Behavioral loyalty directly increases seller revenues through frequent repurchasing and demonstrates the customer's ability and opportunity to support the seller. However, these benefits may be short lived if customers lack the motivation to continue their purchase behaviors when their environment changes. Behaviorally loyal customers with low attitudinal loyalty also may be more likely to exploit their relative importance and seek to extract extra concessions from the seller. Thus, customer loyalty should capture both behavioral and attitudinal aspects, to reflect customers' desire, opportunity, and ability to support the seller financially while avoiding competitors. Because measures that combine attitudes and behaviors capture the variance accounted for by each aspect of loyalty, we expect combined measures of loyalty to exert a stronger effect on performance outcomes than either attitudinal or behavioral measures alone.

Yet broad measures of loyalty that include WOM items might attenuate the predictive effect of loyalty on performance outcomes, because WOM is a socially complex phenomenon that involves self-image concerns, consideration for others' interests, and serendipitous accessibility (Berger and Schwartz 2011; De Matos and Rossi 2008; Söderlund 2006). Therefore, even though WOM and loyalty are correlated, measures of loyalty that include WOM items may capture unrelated or even countervailing effects (e.g., customers may be very loyal to a condom company but unlikely to recommend it), so they will be less effective at predicting overall performance.

- H6: Measures of loyalty that include both attitude and behavioral items have a stronger positive effect on WOM than separate measures of attitudinal or behavioral loyalty.
 H7: Measures of loyalty that include both attitude and behavioral items have a stronger positive effect on performance than separate measures of attitudinal or behavioral loyalty.
 H8: The positive effect of loyalty on performance appears weaker when loyalty measures include WOM.

We also find systematic variation in the characterization of customer loyalty across extant literature, particularly in terms of the temporal orientation and loyalty target(s). Although research questions or contexts might restrict researchers' choices of forward-looking versus backward-looking loyalty measures, we expect backward-looking loyalty measures to exhibit a stronger effect on both objective performance and positive WOM. First, backward-looking loyalty assessments tend to be more accurate, because customers avoid the

difficulty of imagining obstacles (e.g., price) that might interfere with future purchase behaviors (Ajzen 2002; Zimbardo and Boyd 1999). Second, forward-looking loyalty relies on top-of-mind factors, whereas backward-looking loyalty benefits from subtle psychological mechanisms that offer powerful predictors of future behavior (e.g., cognitive dissonance, habit, sunk costs, switching costs; Henderson et al. 2011). Therefore, both attitudinal and behavioral loyalty should have greater influences on WOM and firm performance when measured as backward-looking rather than forward-looking orientation.

H9: Backward-looking loyalty exhibits a stronger effect on (a) objective performance and (b) word of mouth than does forward-looking loyalty.

Although targets of loyalty frequently vary, research often ignores the potential implications of this variance. Loyalty to the firm should be a better predictor of objective performance than loyalty to a salesperson, for several reasons (Palmatier et al. 2007). First, loyalty to a salesperson creates dangers, in that salespeople frequently change positions, so the time when firms can benefit from this loyalty is relatively short; this loyalty also might transfer to a competitor if the salesperson switches firms. Second, salespeople may act opportunistically as agents of the firm and offer their favorite customers unnecessary discounts or perks to gain personal favor (Palmatier et al. 2009). Third, the salespeople to whom the customer is most loyal represent only a limited portion of the firm's total offering, such that customers usually must deal with multiple salespeople, brands, and locations. This narrow representation restricts the benefits that might accrue if the same amount of loyalty were directed to the firm as a whole. Thus, we expect firm loyalty to have a greater impact on performance than salesperson loyalty does.

However, loyalty to a salesperson may be a better predictor of WOM, because customers can be more confident that others following their recommendations will enjoy a similarly positive experience if they recommend a specific salesperson. Customers view salespeople as more consistent or entitative targets than firms, which comprise multiple salespeople, brands, and locations. Thus, when assessing an individual as opposed to a firm, "customers are quicker to form judgments, believe the judgments more strongly, and are more likely to act on the beliefs" (McConnell et al. 1997, p. 759). Loyalty to salespeople therefore should have a greater impact on positive WOM than loyalty to a firm, because it is based on a more consistent target.

H10a: The positive effect of customer loyalty on objective performance increases when loyalty targets the firm rather than the individual salesperson.

H10b: The positive effect of customer loyalty on word of mouth increases when loyalty targets the individual salesperson rather than the firm.

Empirical study

To determine "What is customer loyalty?" we begin by describing our data collection process. Then, to investigate "How is loyalty measured?" and "What actually matters?" we code the composition of the measurement items that we find in individual studies and perform a random effects meta-analysis of reliability adjusted, r -to- Z -transformed correlations between the constructs in our conceptual model. With these meta-analytic data, we perform a structural path analysis (Model 1), followed by a multivariate moderation analysis, or "meta-regression" (Models 2 and 3), to test our hypotheses.

Methodology

Data sample and criteria for inclusion We used several approaches to identify potential studies for inclusion in our analyses. In the search process, we referred to the EBSCO database and reviewed journals ranked in the highest tier (Polonsky and Whitelaw 2006), namely, *Journal of Marketing*, *Journal of Marketing Research*, *Marketing Science*, *Journal of the Academy of Marketing Science*, *Journal of Consumer Research*, and *Journal of Retailing*, during 1980–2013. For each article of each volume of these journals we evaluated whether the authors measured any construct with "loyalty" in its name (e.g., "consumer loyalty," "customer loyalty," attitudinal loyalty," "behavioral loyalty"), with the exception of employee loyalty or similar unrelated constructs. We then performed a more targeted search of these and related journals, dissertations, and working papers using the Business Source Premier EBSCO, Social Science Research Network (SSRN), ABI/Informs, and PsychINFO global databases. To find studies that investigated issues related to customer loyalty, we used search terms such as "loyalty," "attitudes," "repurchase," and related synonyms (see Table 1) across all scholarly, peer-edited marketing and management journals and dissertations that were electronically available. Finally, we inspected the reference lists of the major narrative and empirical reviews of customer loyalty and related research to identify any potentially missing studies.

The criteria for inclusion required that survey-based studies provide the exact item wording and observational studies provide exact measurement definitions, or else reference to their origins. So that we could examine the empirical implications of heterogeneity across loyalty research, we included a study if it reported a Pearson correlation coefficient or other statistical information (e.g., β , univariate F, t -statistics, χ^2) that we

could use to calculate a correlation coefficient according to the formulas provided by Hunter and Schmidt (1990) or Peterson and Brown (2005).

Our sample does not include studies that rely on choice modeling to estimate the extent to which loyalty exists in a particular context. Such studies often estimate the amount of brand/retail patronage loyalty by detecting a brand–household-specific utility (e.g., Guadagni and Little 1983; Horsky et al. 2006). This stream of literature is large and well understood, but the estimates of brand loyalty are rarely tied to other theoretical constructs, which precludes them from entering our analyses.

Item-level coding We examined the exact item wording of the measures or the citation that provided the source of the measures to categorize the type of loyalty studied by the researcher accurately. We extracted, coded, and categorized each measurement item (i.e., questions responded to by each study’s participants, objective measures), following a predefined set of rules (Kolbe and Burnett 1991). Definitions that reflect the types and elements of customer loyalty outlined in our prior theoretical review are summarized in Table 1. Guided in part by our literature review, we deconstructed each sentence and coded the language of the items in each study for common content (e.g., attitudes, behaviors, WOM, temporal orientation, target). Two coders independently evaluated each article. Fewer than 6% of the effects differed across the double coding procedures, and disagreements were resolved through discussion.

With this procedure, we could examine the bundle of items that each researcher chose to measure loyalty and thereby determine their choice of loyalty conceptualization and the extent to which they maintained content validity. The insights from this content analysis stemmed from our determination of how each sample conceptualized loyalty, using (1) only attitudinal measures, (2) only behavioral measures, (3) both attitudinal and behavioral measures as separate constructs, or (4) attitudinal and behavioral measures in the same scale as a single construct. The loyalty conceptualization thus reflects the researchers’ choice and bundling (e.g., mean average) of items. Table 7 in the Web Appendix provides a summary of the final database of 163 studies and their corresponding coding decisions.

Meta-analysis To examine the differential effects of attitudinal and behavioral loyalty and to maintain construct validity, we used a subsample that included attitude-only and behavior-only measures (i.e., no mixed or “inclusive” loyalty measures). In addition, we included constructs only if we had at least three effects between *each construct and all other constructs* in the model in our effort to develop the input correlation matrix (Palmatier et al. 2006). Thus, the structural path analyses used to test H1–H5 were based on 126 studies,

151 separate samples, and 713 effects using attitude-only and behavior-only measures of loyalty.

To this subsample, we applied meta-analytic techniques to generate a correlation matrix of all constructs to use as input for the structural path models (Rubera and Kirca 2012; Zablah et al. 2012). After compiling the data, we adjusted every correlation for reliability (attenuation correction) by dividing it by the product of the square root of the reliabilities of the two constructs (Hunter and Schmidt 2004). We transformed the reliability-corrected correlations into Fisher’s z-coefficients, and then performed a random-effects meta-analysis on the Fisher z-coefficients. Following standard procedures (Shadish and Haddock 2009), we next transformed the z-scores back to r-correlations to obtain the revised, sample-weighted, reliability-adjusted correlation coefficients and 95% confidence intervals with associated t-statistics (Hedges and Olkin 1985; Zablah et al. 2012). The random-effects approach provides more realistic, less inflated estimates of average effect sizes; accounts for variability in true effect sizes across studies; and is generalizable to a population of potential studies (Raudenbush 2009). We addressed the potential problem of selective publication bias in several ways. First, we computed and report the Q statistic ($df = n - 1$) test of homogeneity (Rosenthal 1979). Second, we tested for publication bias with funneling and trim-and-fill analyses (Homburg et al. 2012), neither of which suggested publication bias was an issue.

Structural path analysis Meta-analytic correlations between all constructs in the model produced by the analysis and formed into a meta-analytic correlation matrix provided the input for the structural path analyses in Mplus 7.11 (Zablah et al. 2012). Our conceptual model includes commitment, trust, satisfaction, and loyalty incentives as antecedents and WOM and performance as outcomes. Model 1 tests our hypotheses in the presence of paths from all antecedents to both attitudinal and behavioral loyalties and with both loyalties linked to both outcomes, such that attitudinal loyalty is modeled as an antecedent of behavioral loyalty. All the constructs are observed variables, antecedents may covary, and we used the harmonic mean ($n = 5671$) across all correlations as the sample size (Rubera and Kirca 2012). Our choice to use the harmonic mean provides more conservative testing than the use of the arithmetic mean or median because it give less weight to substantially large cumulative samples sizes typical of meta-analyses, and as such is a common and strongly recommended decision for meta-analytic structural equation models (Pick and Eisend 2014). We examined within-model hypothesized differences in path coefficients by setting the corresponding paths to be equal and testing for significance using Wald Chi-square tests.

Multivariate moderation analysis To examine the moderating effects of sources of heterogeneity, we expanded the sample that we used for the structural path analysis to include “inclusive” measures of loyalty. With this approach, we can compare the effects of attitudinal-only, behavioral-only, and various inclusive forms of customer loyalty elements with a hierarchical linear model (HLM), in which the effects are nested within studies. We performed our analysis by regressing the moderator variables on correlations (meta-regression) to account for within-study error correlation between effect sizes (Homburg et al. 2012; Rubera and Kirca 2012), coding for the specific qualities of each construct we examine. To evaluate how the effect of loyalty on WOM and performance varies across (1) loyalty aspects (H4–H7), (2) other conceptual features (H8–H10; WOM inclusive, temporal orientation, and target), and (3) study-level factors that served to test robustness (e.g., business vs. consumer markets, common method susceptibility), we included studies with any type of loyalty that reported an effect on either WOM or performance. By including all forms of loyalty in this analysis, we established a sample that is sufficiently large to support tests of all moderation effects simultaneously while also accounting for loyalty aspects. Thus, the multivariate HLM moderation analyses were based on 32 (30) studies, 41 (32) separate samples, and 68 (57) effects for WOM (performance), using all measures of loyalty.

As a replication and robustness test, we also evaluated the differences between loyalty operationalizations by dummy coding an effect as equal to 1 if the loyalty measure was a mixture of attitudes and behaviors in a single scale, consistent with 35% of our sample, and 0 if it included only attitudes or behaviors. In addition, as an alternative test of H4 and H5, we captured the moderating effect of the mixture of attitudinal and behavioral items by coding the ratio of attitudinal to total items used in the measure of loyalty (1 = all attitudinal, 0.5 = half attitudinal and half behavioral, 0 = all behavioral). These two moderators reflect extant research, where (0, 0) indicates behavioral loyalty, (0, 1) is attitudinal loyalty, and (1, ratio) serves as a loyalty proxy with varying mixtures of attitudinal and behavioral items, as is common.

We also evaluated other conceptual features by dummy coding whether a loyalty effect was WOM inclusive to test H8 (1 = measure included at least one WOM item, 0 = measure did not include any WOM items). To evaluate the moderating effect of temporal orientation, we coded the ratio of forward-looking to total loyalty items for each study effect to test H6 (1 = all forward-looking, 0.5 = half forward- and half backward-looking, 0 = all backward-looking). For the moderating effect of the target, we dummy coded the measure for each study effect for the loyalty target to test H10 (1 = individual salesperson, 0 = ambiguous, -1 = the firm).

Finally, to understand and control for potential influences of study-based features on our results, we coded and tested the

moderating effects of six study characteristics (Albers et al. 2010; Homburg et al. 2012; Sethuraman et al. 2011). Specifically, we used a dummy to code whether a loyalty effect was from business or consumer markets (1 = business, 0 = ambiguous, -1 = consumer), pertained to brand loyalty (1 = “brand” was included in the construct name, context, or any items, 0 = not brand-related in any way), appeared in an unpublished journal article or dissertation (1 = unpublished or dissertation, 0 = published), and was susceptible to common method bias (1 = used a method or sample susceptible to common method bias, 0 = not susceptible to common method bias). To account for the last two study features, we used mean-centered continuous coding schemes. We evaluated any longitudinal effects according to the four-digit year of the study’s publication date; for journal quality, we coded the Journal Eigenfactor Scores for the source of each loyalty effect, such that unpublished journal and dissertation effects were assigned the sample mean value (West and Bergstrom 2013).

Results

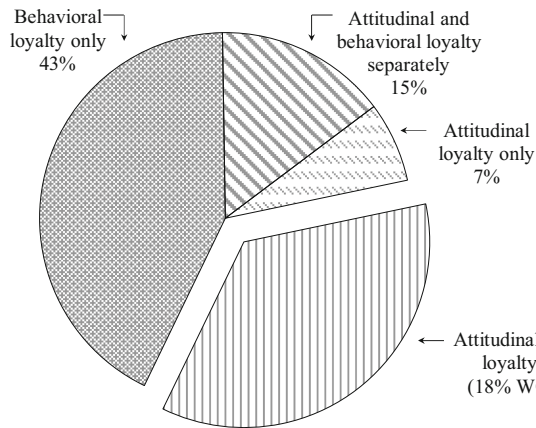
Item-level content analysis Table 2 shows the breakdown of the loyalty constructs in our sample, coded at the item level, which helps address our second research question. Overall, we find that though many researchers maintain attitudinal loyalty and behavioral loyalty as separate constructs (65% of studies), a substantial set combine attitudinal and behavioral items together (35% of studies). Furthermore, many researchers examine only behavioral (43% total) or attitudinal (7%) loyalty, but only 15% examine both attitudinal and behavioral loyalties in the same study, as separate constructs. Studies with behavior-only or attitude-only measures of loyalty, typically labeled “loyalty” without qualifiers, potentially misrepresent the effects of the antecedents on loyalty and loyalty’s impact on outcomes, because attitudes and behaviors have divergent effects (Baker et al. 2002; Brexendorf et al. 2010; Burton et al. 1998; Maxham and Netemeyer 2002).

Among the 35% of researchers examining customer loyalty using both attitudinal and behavioral measures in the same construct, more than half (18% of total sample) operationalize loyalty with WOM as an indicator of loyalty (Table 2, Panel A). Although WOM and loyalty are related, the prevalence of WOM as a measure of customer loyalty conflicts with both theoretical (Dick and Basu 1994) and empirical (De Matos and Rossi 2008; Söderlund 2006) arguments for their separation. In addition, the use of forward- versus backward-looking loyalty measures is unevenly divided across studies, at 59% and 41%, respectively (Table 2, Panel B). Prior research shows that the abstract cognitive processes of reconstructing the past and constructing the future influence decision making (Zimbardo and Boyd 1999), so the selection of a particular temporal measurement may create variance in empirical

Table 2 Item-level content analysis

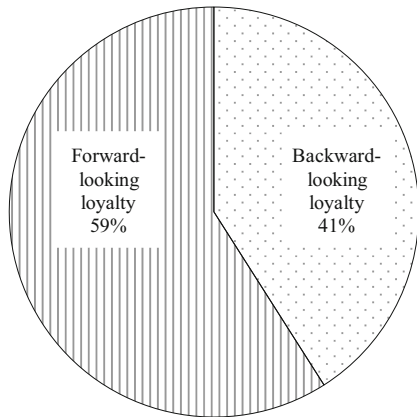
Type of variation in measurement	Measurement component	Example items
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Panel A: Aspects of loyalty (% of studies)



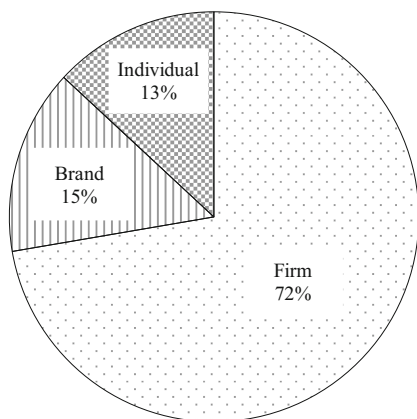
Attitudinal loyalty	I <u>like</u> using this supplier.
Behavioral loyalty	I would <u>purchase</u> this (product).
Word-of-mouth inclusive	How likely are you to <u>recommend</u> this (product/service) to friends and relatives?

Panel B: Temporal orientation of loyalty (% of studies)



Forward-looking loyalty	I plan to buy from this rep firm <u>in the future</u> .
Backward-looking loyalty	How often did you buy products of this brand <u>within the last 10 weeks</u> .

Panel C: Target of loyalty (% of studies)



Individual-targeted loyalty	I am very loyal to my <u>salesperson</u> .
Firm-targeted loyalty	I am a loyal customer of this <u>company</u> .
Brand-targeted loyalty	I prefer this <u>brand</u> over others.

The underlined terms highlight the coding criteria at the item level

results. The selling firm is the primary target of customer loyalty (72%), with the remainder of the research attention divided approximately equally between loyalty to a brand

(15%) and to an individual salesperson (13%). However, researchers typically fail to qualify or acknowledge the loyalty target (Table 2, Panel C), even though firm- and salesperson-

Table 3 Results: meta-analysis of direct effects

Relationship	Number of estimates	Total n	Sample weighted reliability-adjusted mean r	t-value	S.E.	C.I. lower	C.I. upper	Q-statistic	Q d.f.
Attitudinal loyalty ↔	Behavioral loyalty	13,715	0.50	8.58 ***	0.06	0.40	0.60	1390.36	(32)
	Commitment	3505	0.65	10.85 ***	0.07	0.54	0.74	95.41	(7)
	Trust	6850	0.63	15.38 ***	0.05	0.56	0.68	192.90	(17)
	Satisfaction	8701	0.63	12.87 ***	0.06	0.55	0.69	528.56	(24)
	Loyalty incentives	2755	0.29	2.63 .	0.11	-0.06	0.58	41.01	(3)
Behavioral loyalty ↔	Objective performance	2673	0.25	4.45 **	0.06	0.11	0.38	40.43	(6)
	Word of mouth	4081	0.68	13.02 ***	0.06	0.60	0.75	77.78	(9)
	Commitment	31,664	0.60	13.41 ***	0.05	0.53	0.66	1522.16	(40)
	Trust	26,392	0.55	13.35 ***	0.05	0.48	0.61	854.43	(41)
	Satisfaction	332,280	0.50	12.56 ***	0.04	0.43	0.56	32,112.44	(75)
Commitment ↔	Loyalty incentives	131,165	0.31	6.61 ***	0.05	0.22	0.40	5910.43	(57)
	Objective performance	27,965	0.39	5.61 ***	0.07	0.26	0.51	3481.81	(32)
	Word of mouth	40,565	0.55	9.96 ***	0.06	0.46	0.63	4323.70	(49)
	Trust	11,275	0.66	16.71 ***	0.05	0.60	0.71	281.15	(25)
	Satisfaction	16,564	0.68	20.82 ***	0.04	0.64	0.73	395.38	(26)
Trust ↔	Loyalty incentives	31,346	0.48	6.41 ***	0.08	0.35	0.60	1860.28	(30)
	Objective performance	9985	0.43	3.38 *	0.13	0.11	0.67	334.02	(5)
	Word of mouth	7356	0.65	7.26 ***	0.11	0.49	0.77	203.17	(10)
	Satisfaction	19,759	0.66	21.68 ***	0.04	0.62	0.70	759.90	(41)
	Loyalty incentives	27,866	0.39	7.65 ***	0.05	0.30	0.48	2348.86	(32)
Satisfaction ↔	Objective performance	9694	0.32	4.90 **	0.07	0.17	0.46	130.80	(7)
	Word of mouth	8486	0.54	9.76 ***	0.06	0.44	0.63	233.26	(11)
	Loyalty incentives	67,667	0.39	6.16 ***	0.07	0.27	0.50	3474.03	(37)
	Objective performance	163,514	0.17	3.94 ***	0.04	0.08	0.25	10,533.30	(32)
	Word of mouth	25,172	0.55	10.29 ***	0.06	0.46	0.63	1971.99	(29)
Loyalty incentives ↔	Objective performance	209,446	0.23	5.16 ***	0.05	0.14	0.32	5877.44	(23)
	Word of mouth	8775	0.23	4.85 ***	0.05	0.13	0.32	107.46	(13)
	Word of mouth	7162	0.26	2.20 *	0.12	0.02	0.47	990.30	(23)

* $p < .10$; ** $p < .05$; *** $p < .01$

Notes: Mean correlations calculated using random effects model. Reported correlations were adjusted for attenuation, converted to Fisher's Z to stabilize variance, and then converted back to r for reporting purposes. C.I. = confidence interval

based loyalty reflect different decision processes that differentially affect performance (Palmatier et al. 2007).

Meta-analysis and structural path analysis (Model 1)

Table 3 contains the sample-size weighted mean meta-analytic correlations, total Ns, number of effects, coefficient t-values, 95% confidence intervals, and corresponding Q statistics among the antecedents, attitudinal and behavioral loyalty, and outcomes in our model. We used this information to calculate our structural path analysis in Mplus 7.11. The modification indices suggested modifications to the initial hypothesized model to improve fit, by allowing the conceptually related constructs of commitment, trust, and satisfaction to correlate with outcomes. Importantly, prior research supports the inclusion of these links considering the well documented influence of all three constructs on performance and word of mouth (Morgan and Hunt 1994; Palmatier et al. 2006). These changes resulted in acceptable fit statistics for Model 1: chi-square ($\chi^2(2) = 174.75$, comparative fit index (CFI) = 0.99, and standardized root mean residual (SRMR) = 0.04. Figure 1 shows the results of our final structural path analysis using meta-analytic data (Model 1), with standardized beta coefficients and construct R-square values.

Examining our model in relation to our third research question, we find that trust ($\beta_{Att}=0.27$ vs. $\beta_{Beh}=0.22$, $\chi^2(1) = 16.41$, $p < .01$) and satisfaction ($\beta_{Att}=0.25$ vs. $\beta_{Beh}=0.04$, $\chi^2(1)=115.06$, $p < .01$) have stronger positive effects on attitudinal than on behavioral loyalty, in support of H1b and H1c, respectively. However, commitment is equally powerful for building both attitudinal and behavioral loyalty ($\beta_{Att}=0.34$ vs. $\beta_{Beh}=0.35$, $\chi^2(1) = 2.80$, $p > .05$), so we cannot confirm H1a. Furthermore, loyalty incentives ($\beta_{Att}=-0.08$ vs. $\beta_{Beh}=0.01$ (n.s.), $\chi^2(1) = 31.16$, $p < .01$) do not have a significantly stronger positive effect on behavioral loyalty than on attitudinal loyalty, so we reject H2. Consistent with H3, attitudinal

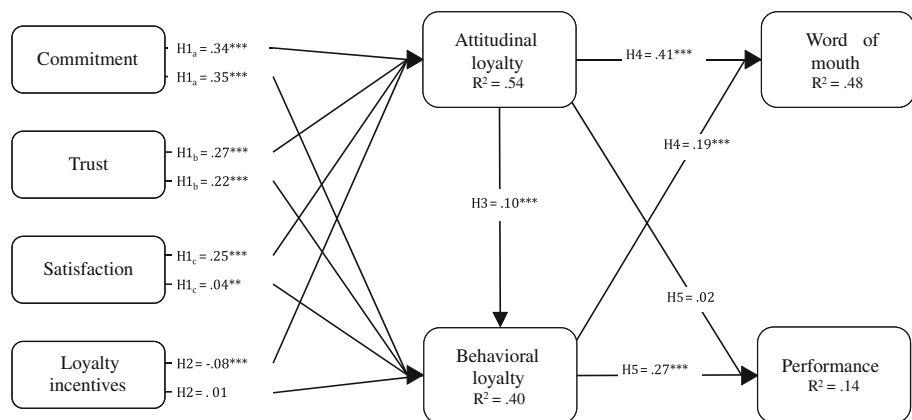
loyalty has positive, significant impact on behavioral loyalty ($\beta_{Att}=0.10$, $\chi^2(1) = 174.75$). We also find support for H4, in that the effect of attitudinal loyalty on WOM is stronger than the effect of behavioral loyalty on WOM ($\beta_{Att}=0.41$ vs. $\beta_{Beh}=0.19$, $\chi^2(1) = 94.06$). On the flipside, the effect of behavioral loyalty on performance is greater than that of attitudinal loyalty ($\beta_{Att}=0.02$ (n.s.) vs. $\beta_{Beh}=0.27$, $\chi^2(1) = 133.98$), in support of H5.

Multivariate moderation analysis (Models 2 and 3)

Table 4 shows the results of our two moderation analyses (WOM in Model 2; performance in Model 3). By using an expanded sample (all measures of loyalty linked to outcomes rather than just attitude-only and behavior-only measures) for these two paths and simultaneously controlling for other potential moderators, we retested some hypotheses to increase confidence in our findings related to our third research question, “What matters?” The positive effects of loyalty on WOM ($\beta=0.33$, $p < .05$) and performance ($\beta=-0.34$, $p < .05$) are significantly moderated in opposite directions by the ratio of attitudinal items in the loyalty measure, corroborating our support for H4 and H5. A higher percentage of attitudinal items enhances the effect of loyalty on WOM while simultaneously suppressing its effect on performance. Similarly, the positive effects of loyalty on both WOM ($\beta=0.31$, $p < .05$) and performance ($\beta=0.11$, $p < .05$) are significantly moderated by measures that use a mix of attitudinal and behavioral items in the same construct rather than attitude- and behavior-only loyalty measures, in further support of H7 and H8. A non-significant intercept of 0.35 further reflects that the effect of loyalty on WOM is dependent upon its conceptualization.

The positive effect of loyalty on performance decreases ($\beta=-0.44$, $p < .05$) in loyalty measures that contain at least one WOM item, which implies that WOM-inclusive loyalty measures are less predictive of performance, in support of H6.

Fig. 1 Results: structural path model analysis (Model 1)



*** $p < .01$; ** $p < .05$; * $p < .10$

Table 4 Results: multivariate meta-regression of moderation effects

Moderator variables	Hypotheses	All loyalty → WOM (Model 2)		All loyalty → performance (Model 3)	
		α	β	α	β
Intercept		0.35		0.64 ***	
Loyalty aspects					
1. Mixed (attitudinal and behavioral items) versus pure aspects	H ₆ , H ₇		0.31 ***		0.11 ***
2. Ratio of attitudinal loyalty items to total loyalty items	H ₄		0.33 ***		-0.40 **
Other loyalty conceptual features					
3. WOM inclusive loyalty	H ₈		-		-0.44 ***
4. Temporal orientation of loyalty: ratio of forward-looking loyalty to total items	H ₉		0.13 ***		-0.20 ***
5. Target of loyalty: individual versus firm loyalty	H ₁₀		0.10		0.03
Study-based features					
6. Business versus consumer markets			0.14 *		-0.06
7. Brand versus non-brand loyalty			-0.17		-0.08
8. Unpublished versus published research			0.22		0.02
9. Common method susceptibility			0.15		-0.14
10. Year of publication (mean-centered)			0.03 **		0.01
11. Journal quality using journal eigenfactor (mean-centered)			-0.69		-0.99

* $p < .10$; ** $p < .05$; *** $p < .01$

Notes: α = random effects intercept, β = random effects regression coefficient. Significant regression coefficients indicate support for moderation of the specified relationship. All moderators ran simultaneously and are shown as standardized coefficients

Coding

1. 1 = construct mixed both attitudinal and behavioral items in single measure; 0 = only attitudinal or only behavioral items
2. 1 = 100% attitudinal items; 0 = 100% behavioral items
3. 1 = construct includes WOM item(s); 0 = no WOM items
4. 1 = 100% forward-looking items; 0 = 100% backward-looking items
5. 1 = loyalty target is an individual; 0 = target was ambiguous; -1 = loyalty target is a firm
6. 1 = business-to-business market study; 0 = ambiguous market study; -1 = business-to-consumer market study
7. 1 = "brand" was include in construct name, context, or any items; 0 = not brand-related in any way
8. 1 = unpublished or dissertation; 0 = published in peer edited journal
9. 1 = study used sample/methodology susceptible to common method bias; 0 = unlikely susceptible to common method bias
10. Four-digit year in which study was reported
11. Journal eigenfactor scores for the journal of every loyalty effect (<http://www.eigenfactor.org/>). Unpublished/dissertation effects = sample mean

We also find support for H9a and H9b, focused on the temporal orientation of loyalty, because the effects of loyalty on WOM ($\beta=0.13, p<.05$) and performance ($\beta=-0.20, p<.05$) are significantly moderated in opposite directions by the ratio of forward-looking items in the loyalty measure. A higher percentage of *forward-looking*, relative to *backward-looking*, loyalty items enhances the effect of loyalty on WOM while simultaneously suppressing its effect on performance. However, we did not find support for H10a and H10b, which proposed that the effect of loyalty on outcomes would be moderated by the target (individual versus firm) (WOM: $\beta=0.10, p>.10$; performance: $\beta=0.03, p>.10$).

With respect to other (non-hypothesized) study features, we find that the effect of loyalty on WOM is slightly stronger in business (vs. consumer) markets ($\beta=0.10, p<.05$), and the effect of loyalty on WOM has grown stronger over time ($\beta=0.03, p<.05$). However, the effect of loyalty on outcomes did not vary significantly for brand loyalty, unpublished sources, methods susceptible to common method bias, or journal quality. These findings increase our confidence that our sample is representative and unlikely to suffer from potential inclusion or method biases that emerge when aggregating a sample of studies for meta-analytic research (Sethuraman et al. 2011).

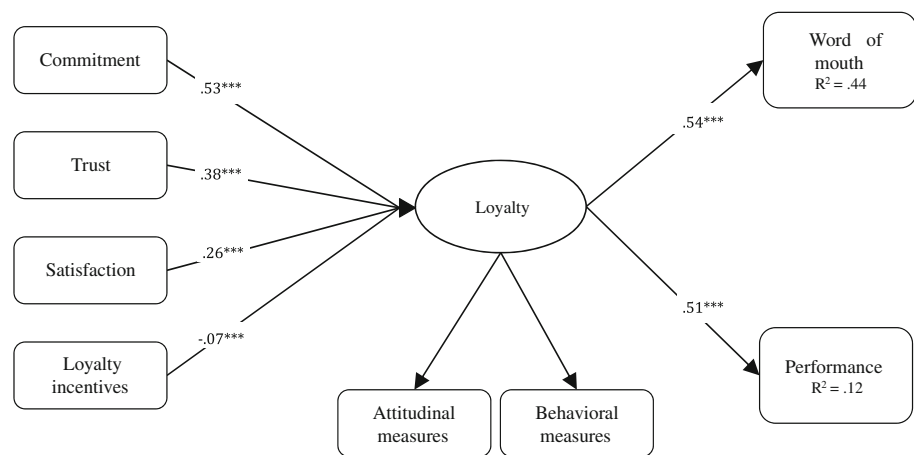
Post hoc analysis (Model 4)

Researchers often conceptualize customer loyalty as a “favorable correspondence between attitudes and behaviors,” stemming from an underlying motivation to maintain a relationship with a particular entity (Dick and Basu 1994, p.102; see also Brady et al. 2012; Sirdeshmukh et al. 2002). Our moderation analysis (Model 2 and 3) shows that the positive

effects of loyalty on both WOM and performance are significantly and positively moderated by measures that use a mix of attitudinal and behavioral items in the same construct (WOM $\beta=0.31, p<.05$; performance $\beta=0.11, p<.05$); we investigated this finding with a post hoc structural path analysis that parallels Model 1. Specifically, we modeled attitudinal and behavioral loyalties as reflective indicators of a latent construct (i.e., loyalty), with all antecedents and outcomes linked to it according to the data we used in our first structural path analysis. As with Model 1, we modeled all constructs as observed variables (except for loyalty as a latent construct), allowed the antecedents to covary, and used the harmonic mean ($n=5671$) across all correlations as the model’s sample size (Rubera and Kirca 2012).

Figure 2 contains the results of our post hoc structural Model 4, which provides slightly improved model fit statistics: $\chi^2(4) = 130.38, p<.05$, CFI=0.99, and SRMR=0.01. To gain insight into the nature of customer loyalty, we compared the 95% confidence intervals of the standardized beta coefficients from Model 1 against our post hoc model with loyalty as a latent construct. Mirroring the results from our moderation analyses, modeling customer loyalty as a single latent construct results in stronger standardized coefficients for performance ($\beta_{Loyalty}=0.51, [0.46, 0.57]$) compared with either attitudinal ($\beta_{Att}=0.02, [-0.01, 0.06]$) or behavioral ($\beta_{Beh}=0.27, [0.24, 0.30]$) loyalty alone. We find a similar pattern of results for the effect of loyalty on WOM ($\beta_{Loyalty}=0.54, [0.47, 0.62]$; $\beta_{Att}=0.41, [0.39, 0.43]$; $\beta_{Beh}=0.19, [0.17, 0.21]$); the model that includes both attitudinal and behavioral elements to capture customer loyalty results in better fit and stronger effects than models that maintain either element separately. These findings support the concept that firms benefit most from “true customer loyalty,”

Fig. 2 Post Hoc: structural path model analysis (Model 4)



*** $p < .01$; ** $p < .05$; * $p < .10$

involving a positive cognitive state (attitudinal loyalty) manifested as positive behavioral actions (behavioral loyalty) (Dick and Basu 1994; Oliver 1999; Sirdeshmukh et al. 2002).¹

Strengthening the loyalty framework for researchers and practitioners

From this precise inventory and examination of the primary conceptualizations of customer loyalty, we derive theoretical and practical insights to guide marketing research and practice. By synthesizing decades of research, we (1) provide a single conceptual definition of loyalty, (2) describe how researchers should approach empirical definitions to clarify crucial aspects of their treatment of loyalty and reduce measurement heterogeneity, and (3) provide exemplary loyalty measures, which we summarize in Table 5. We also provide a database of recent loyalty-related studies in marketing (Web Appendix, Table 7) and a summary of best practices in terms of study design and methodological choices (Table 6).

From a conceptual standpoint, *customer loyalty is a collection of attitudes aligned with a series of purchase behaviors that systematically favor one entity over competing entities*. However, empirical definitions should append a temporal aspect (backward-looking vs. forward-looking), because of its influence on how loyalty gets processed psychologically and its ultimate impact on performance outcomes. To address various combinations of empirical definitions, we offer 10 exemplary items, extracted from various studies that broadly capture elements (attitudes and behaviors) and study-specific characteristics (temporal aspect, target) that influence loyalty. We thus offer specific advice to researchers and practitioners to help them capture the customer loyalty construct more accurately and reap its benefits.

Guidance for researchers

Every loyalty study should consider four primary conceptual guidelines. First, if researchers seek to understand how antecedents create loyalty, loyalty must be measured and reported as an attitude or behavior separately, because the antecedents differentially build each element. Satisfaction (Model 1) has little effect on behavioral loyalty ($\beta=0.04, p<.05$) but a strong effect on attitudinal loyalty ($\beta=0.24, p<.05$), for example. Other antecedents that we did not consider in the current study plausibly should exert similarly distinct effects, and ignoring such differences could produce misleading results that depend more on the loyalty element measured than on the actual efficacy of the loyalty-building strategy. Second, if researchers seek to understand the effect of loyalty on objective

performance outcomes (e.g., revenue, profit), they must measure loyalty as both an attitude *and* a behavior, because this composition offers the strongest effect on objective performance ($\beta=0.11, p<.05$; Table 1, Model 3). Third, if research aims to investigate WOM outcomes, attitudinal loyalty may be the best predictor, because behaviors reflect potential constraints (e.g., size of wallet, store location) that are less important for WOM outcomes, whereas technology and other social shifts appear to enhance the effect of loyalty on WOM over time ($\beta=0.03, p<.05$; Table 4, Model 2). Although researchers are cognizant of fusing WOM items into their measures of loyalty, they should work to avoid doing so, according to our empirical evidence this common practice undermines the linkage between loyalty and performance, as well as the theoretical reasons for the separation (de Matos and Rossi 2008; Dick and Basu 1994; Söderlund 2006). Fourth, researchers studying loyalty will be better served by employing backward-looking measures, which also help guard against potential inflation of the link between loyalty and WOM ($\beta=0.13, p<.05$; Table 4, Model 2). In Table 6 we summarize best practices derived from recent meta-analyses published in *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, and *Journal of the Academy of Marketing Science* for key research decisions (sample, measurement, heterogeneity, and analyses), which we used to guide our methodological approach.

Guidance for practitioners

We offer three primary practical recommendations. First, even if assessed with just two questions (e.g., “What is your attitude about X relative to its competitors?” and “How often do you purchase from X instead of its competitors?”), customer loyalty measures need to reflect both attitudes and behaviors, because both aspects of loyalty together have a stronger effect on objective performance than either alone. The loyalties expressed by a firm’s loyal customers often differ in composition: some customers are only attitudinally loyal or only behaviorally loyal, and others are both simultaneously, and each group exerts significantly different effects on outcomes (Dick and Basu 1994). Thus, the value of loyalty for a seller depends on not only the level of loyalty but also its composition in the customer portfolio. A customer with very high attitudinal loyalty could report a high net promoter score (NPS), which is a popular metric among *Fortune 500* companies for measuring loyalty (Reichheld 2003), but a lack of corresponding behavioral loyalty may reduce the effect of this NPS on objective performance outcomes (Keiningham et al. 2007). From this perspective, the ultimate effect on a specific outcome depends largely on which loyalty (attitudinal or behavioral) the firm considers, such that marketing investments

¹ We thank an anonymous reviewer for their guidance on this point.

Table 5 Summary of key findings and implications for researchers and practitioners

<p>Defining loyalty</p> <p>Conceptual definition</p> <p>Customer loyalty is a collection of attitudes aligned with a series of purchase behaviors that systematically favor one entity over competing entities.</p> <p>Measuring loyalty</p> <p>Exemplar attitudinal loyalty measures</p> <ol style="list-style-type: none"> 1. I prefer [target] over competitors. 2. I enjoy doing business with [target]. 3. I consider [target] my first preference. 4. I have a positive attitude toward [target]. 5. I really like [target]. <p>Exemplar behavioral loyalty measures</p> <ol style="list-style-type: none"> 1. I often buy products/services from [target]. 2. I only buy products/services from [target]. 3. The last time I purchase a product/service, I bought from [target]. 4. I frequently buy from [target]. 5. I buy most from [target]. <p>Key findings</p> <p>Loyalty composition</p> <p>Sixty-five percent of researchers adopt the separate loyalty perspective, despite weaker and less consistent predictions of loyalty outcomes. Commitment, trust, and satisfaction have stronger effects on attitudinal than behavioral loyalty, and loyalty incentives have a negative effect on attitudinal loyalty but a nonsignificant effect on behavioral loyalty. Behavioral loyalty has a significantly stronger effect on performance ($\beta=0.27$) than attitudinal loyalty ($\beta=0.02$), but behavioral loyalty has a weaker effect on WOM ($\beta=0.19$) than attitudinal loyalty ($\beta=0.41$). In mixed measures of customer loyalty, a higher percentage of attitudinal items enhances the effect of loyalty on WOM ($\beta=0.33$), while simultaneously suppressing its effect on performance ($\beta=0.40$).</p> <p>Factors that leverage the effectiveness of loyalty</p> <p>WOM-inclusive measure of customer loyalty are less predictive performance ($\beta=-0.44$).</p> <p>Backward-looking (evidence-based) measures of loyalty are stronger predictors of performance than forward looking (expectation-based) measures, but the reverse is true for WOM.</p> <p>The effect of customer loyalty on WOM has been increasing over the past 10 years ($\beta=0.03$).</p>	<p>Representative articles</p> <p>Breivik and Thorbjørnsen (2008); Yim et al. (2008)</p> <p>Representative articles</p> <p>Brady et al. (2012); De Wulf et al. (2001)</p> <p>Research and managerial implications</p> <p>Disagreement about the nature of loyalty results in varying conclusions about loyalty's effectiveness.</p> <p>Consistent with this perspective, antecedents differentially affect attitudinal and behavioral loyalty constructs when separated. Researchers separating attitudinal and behavioral loyalty must qualify the findings associated with each, because they may not generalize to the other measure of loyalty.</p> <p>Conclusions about loyalty's effectiveness depend largely on which loyalty construct is measured. Managers examining loyalty as either attitudes or behaviors may be over- or under-predicting loyalty's true effects on outcomes, and over- or under-valuing customers as a result.</p> <p>Single-construct measurement scales of aggregate loyalty should balance attitudinal and behavioral items. For example, holding all measures at their mean in Model 4, a 1% increase in the ratio of attitudinal items in a behavioral loyalty measure increases the performance predictiveness by 25% ($r = .40$ for pure behavioral, $r = .50$ with 1% attitudinal items).</p> <p>Researchers contaminating loyalty measures with WOM may be underestimating loyalty's true effect on performance. Managers should avoid using NPS to measure true loyalty.</p> <p>Managers and researchers should carefully consider their loyalty measurements according to their objectives. Although forward-looking measures have a stronger association with WOM, the ease of WOM intention may overstate loyalty's effect.</p> <p>Enhancements in online technology have made it easier for customers to engage in WOM activities. Decreased personal relationships also may increase the prevalence and importance of exchange-based relationships.</p>
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Table 6 Benchmark of methods in meta-analyses published in marketing journals since 2012^a

Reference	Data Set development	Effect size statistic	Moderators to assess heterogeneity in primary samples	Measurement heterogeneity	Additional heterogeneity	Analysis approach	Robustness checks
Pick and Eisend 2014	170 samples. Database search supplemented with manual search of key journals and reference list of key articles. Contacted leading authors for working or unpublished samples.	Correlation coefficient (converted from other statistics if correlation not reported) inverse variance weighted and adjusted for measurement reliability.	Type of measurement of main constructs, intentions vs. behaviors and monetary vs. non-monetary costs.	Measurement heterogeneity	Characteristics of the context (e.g., service vs goods, B2C vs. B2B) and study design (e.g., field vs experimental design, single vs. multiple firms in sample)	Hunter and Schmidt (2004) bivariate analysis. SEM path analysis on meta-analytic correlation matrix. Moderation with Q statistic and comparison of effect sizes accounting for sample size.	Reported results for two competing SEM models.
van Laer et al. 2014	132 samples. Searched 13 years of manuscripts across five languages, including unpublished studies and book sections. Measurement scale was primary inclusion criteria.	Correlation coefficient (converted from other statistics if correlation not reported) inverse variance weighted and adjusted for measurement reliability.	Type of measurement scale used for main construct.	Measurement heterogeneity	Characteristics of average subject (e.g., average age of respondent) in each primary study.	Hunter and Schmidt (2004) bivariate analysis. Checked for moderation with Q-statistic.	Reported results for raw correlations, inverse-variance weighted correlations, and inverse-variance weighted with reliability adjustment corrected correlations.
Rubera and Kireca 2012	159 samples. Search focused on 15 journals. Supplemented with unpublished work and papers found from an examination of review articles' reference sections.	Correlation coefficient (converted from other statistics if correlation not reported) inverse variance weighted and adjusted for measurement reliability.	Type of measurement of main construct, three different types of outcomes, and objective vs. subjective measures.	Measurement heterogeneity	Characteristics of average firms (e.g., advertising intensity) in primary studies, research context (e.g., industry, location, year), and publication (i.e., marketing vs. management journal).	Hunter and Schmidt (1990) bivariate analysis. SEM path analysis on meta-analytic correlation matrix, and multilevel models for moderation analysis.	Investigated reverse causality using studies that reported correlations between outcomes measured at time t and predictor at time $t+1$. Investigated possible bias from omitted-variables and multicollinearity.
Zablah et al. 2012	323 samples. Database search supplemented with manual search of related specialized journals. Limited inclusion to studies conducted in English to limit influence of culture.	Correlation coefficients. Estimated mean correlations and variance using random effects, multilevel models (Raudenbush 2009). Did not transform raw correlations to z-scores (Hunter and Schmidt 2004).	None; primary studies were consistent in their measurement approach.	Measurement heterogeneity	Research context (e.g., jobs where employees interact with a large number of customers).	Estimated average correlation coefficients and variance using random effects models, then SEM path analysis on estimated correlations, and multilevel models for moderation analysis.	Dropped all studies published in journals of lower quality (based on journal score on SSCI) and repeated path analysis to check for consistent results.
Homburg et al. 2012	431 samples. Thorough search of articles from 6 influential journals over a 13-year window.	Correlation (Pearson's r and ICC) and agreement statistics. Correlations transformed to z-scores and corrected for measurement error and construct similarity.	Type of reliability (Pearson's r or ICC), five characteristics of measures (e.g., present vs. past focused, objective vs. subjective, people vs. nonpersonal entities), and two characteristics of	Measurement heterogeneity	Characteristics of average informant (e.g., organizational role), characteristics of average organization (e.g., firm age), and research context (e.g., industry dynamism).	Hunter and Schmidt (2004) weighted mean with subgroup analysis by context. Weighted regression for testing hypothesis, weighting by inverse of standard errors of each study's effects. Used multilevel models unless missing values	Compared results from reliability and agreement (two separate indicators). Investigate publication bias with fail safe N and "trim and fill" method to check for potential missing studies that might pull down the average effect size.

Table 6 (continued)

Reference	Data Set development	Effect size statistic	Moderators to assess heterogeneity in primary samples	Analysis approach	Robustness checks
			Measurement heterogeneity	Additional heterogeneity	
Steenkamp and Geyskens 2012	128 samples represented companies in 12 countries.	Correlation coefficient (converted from other statistics if correlation not reported), corrected for non-independence, outliers, and seven statistical artifacts (e.g., measurement error, range restriction).	Initial correction for triangulation (e.g., archival vs. customer data). variance in measurement artifacts (e.g., dichotomization of a continuous variable), but not tested as moderator.	Model estimated study correlations as a function of characteristics using GLS estimation techniques for meta-analysis that accounts for dependencies among correlations that come from the same study.	Tested two alternative (but overlapping) theoretical models of cultural effects on TCE. Used effect coding to remove influence of unequally sized groups from the overall estimated mean correlations. Tested moderation by estimating interaction coefficients.
Summary of best practices	Cast a wide net to obtain a large sample of studies estimating relevant effects, and use coding to test if differences in the original studies' context and publication status (e.g., region, year, publication status, journal reputation) systematically alter effect sizes.	Unit-less indicator of effect sizes: correlation coefficients (complex multivariate models) or estimated elasticities (variables measured with objective indicators). Exercise caution with transformations and conversions, check if it influences results.	Test if heterogeneity in operational definition and/or measurement scales of key construct systematically influences effect sizes.	Consider: Average unit/respondent, research context, publication outlet, data collection method, and model (when using model estimates rather than correlations).	Estimate mean effect size using random effects models. Test if heterogeneity across primary studies influences mean effect size. Meta-analytic SEM path analysis if studying a complex multivariate model, exploring system of relationships.

^a Table summarizes recently published articles from *Journal of Marketing*, *Journal of Marketing Research*, *Journal of the Academy of Marketing Science*, and *Journal of Consumer Research*. *Marketing Science* did not publish any articles using meta-analytic techniques during this time window

may be misallocated simply because of the type of loyalty used to evaluate the investment. Similarly, assessments of customers' future value may be biased by the loyalty metric used as an intermediate indicator of future performance.

Second, our findings suggest that customer loyalty cannot be bought using incentive strategies but can be built with relational strategies (commitment, trust, and satisfaction). The \$48 billion spent on U.S. loyalty programs likely is not building "true" loyalty (Berry 2013). For an average customer, adding another loyalty card to the dozens he or she already owns may be less effective for building attitudinal and behavioral loyalties ($\beta = -0.08$ and 0.01) than building relationships through commitment ($\beta = 0.34$ to 0.35) and trust ($\beta = 0.27$ to 0.22) or improving transaction performance through satisfaction ($\beta = 0.25$ and 0.04) (Model 1).

Third, strategies for capitalizing on WOM should be separate from strategies aimed at increasing customer loyalty. Including WOM in loyalty measures detracts from the construct's accuracy for predicting performance ($\beta = -0.44$, $p < .05$, Model 3). This point is especially important in light of our finding that customer loyalty has a stronger effect on WOM, but not performance, in business markets than in consumer markets, which likely reflects the greater interrelatedness in business relationships. Customers with high attitudinal loyalty likely spread WOM ($\beta = 0.41$, $p < .05$, Model 1) but might not contribute much to a seller's bottom line ($\beta = 0.02$, $p > .05$) through their behaviors. Therefore, managers who take a portfolio approach to marketing investments—such that they recognize customer referral value as separate from customer lifetime value (Petersen et al. 2009)—should invest in attitudinal loyalty only insofar as it maximizes their overall customer portfolio lifetime value. This implication may be especially relevant for service settings and business-to-business markets, in which the effect of loyalty on WOM is much stronger.

Limitations and directions for research

Typical of meta-analyses, this study has several limitations. First, we attempted to include many loyalty constructs and samples across publication outlets, but we may have overlooked some. Second, the constructs we include and our results are limited to variables for which there exist enough data for analysis. Our framework is a summary of important loyalty-related constructs, not an exhaustive list. Our primary objective was to ascertain the implications of heterogeneity in extant loyalty conceptualizations and measurements, which required a thorough examination of loyalty's relationship to a few key constructs rather than all constructs. Third, the heterogeneity in effect sizes that was

not accounted for by our moderation analysis suggests that including other, unmeasured moderating factors might influence the reported effect sizes.

Further research thus might expand the constructs included in our customer loyalty framework to examine how they differentially affect attitudinal loyalty, behavioral loyalty, and customer loyalty. Dependence, cooperation, communication, conflict, and unfairness all might exert distinct influences on types of loyalty. Additionally, new research may also consider whether and how various types of financial outcomes (e.g., Tobin's Q vs. ROI) are differentially impacted by attitudinal, behavioral, or combined loyalty. Clarifying these effects would provide a richer set of options for managers to tailor their marketing actions to enhance WOM and performance, given their unique circumstances.

Conclusion

Practitioners recognize the importance of repeat patronage, but "few say they have cracked the code on building long-term loyalty" (Weissenberg 2013). Despite elegant conceptualizations (Dick and Basu 1994; Oliver 1999), academics have failed to demonstrate consistently how loyalty builds and when it is most effective. It is therefore no surprise that many of the promises associated with building customer loyalty remain unrealized. We find evidence in support of the premise that this failure stems, in part, from a systematic divergence between the conceptualizations (*What is customer loyalty?*) and measurement (*How is it measured?*) of loyalty. We aggregate more than three decades of loyalty research to address this divergence and explicate when differences between theory and practice influence the strategy \rightarrow loyalty \rightarrow performance process (*What actually matters?*).

Our results offer clear evidence in support of construct divergence. Although loyalty is primarily conceptualized as the alignment of attitudes and behaviors, items used to measure loyalty often include extraneous constructs (Table 2). In addition, study-specific characteristics get incorporated into conceptualizations and/or operationalizations of loyalty, often with little or no discussion of their potential effects. We have assessed the moderating effect of several aspects of loyalty across 163 studies published in marketing journals since 1980 that measure loyalty as an attitude, a behavior, or both to determine when loyalty is most effective for predicting performance outcomes.

Acknowledgments The authors thank the Marketing Science Institute (MSI) for their feedback and publication of a working paper of this research.

Appendix

Table 7 Alphabetical list of studies

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Aaltonen, Priscilla (2004), "Customer Relationship Marketing and Effects of Demographics and Technology on Customer Satisfaction and Loyalty in Financial Services," doctoral dissertation, Department of Marketing, Old Dominion University.	Unpublished	Inclusive	Forward-looking	Firm	B2C	Yes	0.004057
Agustin, Clara, and Jagdip Singh (2005), "Curvilinear Effects of Consumer Loyalty Determinants in Relational Exchanges," <i>Journal of Marketing Research</i> , 42 (February), 96–108.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.014522
Algesheimer, René, Utpal M. Dholakia, and Andreas Herrmann (2005), "The Social Influence of Brand Community: Evidence from European Car Clubs," <i>Journal of Marketing</i> , 69 (July), 19–34.	Published	Behavioral	Forward-looking	Brand	B2C	Yes	0.012337
Anderson, Erin, and Barton Weitz (1989), "Determinants of Continuity in Conventional Industrial Channel Dyads," <i>Marketing Science</i> , 8 (September), 310–323.	Published	Behavioral	Forward-looking	Individual	B2B	No	0.011581
Anderson, Eugene W., and Mary W. Sullivan (1993), "The Antecedents and Consequences of Customer Satisfaction for Firms," <i>Marketing Science</i> , 12 (March), 125–143.	Published	Behavioral	Forward-looking	Firm	B2C	No	0.011581
Anderson, Rolph E., and Srinivasan Swaminathan (2011), "Customer Satisfaction and Loyalty in E-Markets: A PLS Path Modeling Approach," <i>The Journal of Marketing Theory and Practice</i> , 19 (March), 221–234.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.000000
Arnett, Dennis B., Steve D. German, and Shelby D. Hunt (2003), "The Identity Salience Model of Relationship Marketing Success: The Case of Nonprofit Marketing," <i>Journal of Marketing</i> , 67 (April), 89–105.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012337
Arnold, Mark J., and Kristy E. Reynolds (2009), "Affect and Retail Shopping Behavior: Understanding the Role of Mood Regulation and Regulatory Focus," <i>Journal of Retailing</i> , 85 (September), 308–320.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.002899
Ashok, Kalidas, William R. Dillon, and Sophie Yuan (2002), "Extending Discrete Choice Models to Incorporate Attitudinal and Other Latent Variables," <i>Journal of Marketing Research</i> , 39 (February), 31–46.	Published	Attitudinal, Behavioral	Backward-looking	Individual	B2C	Yes	0.014522
Auh, Seiyoung, Simon J. Bell, Colin S. McLeod, and Eric Shih (2007), "Co-Production and Customer Loyalty in Financial Services," <i>Journal of Retailing</i> , 83 (August), 359–370.	Published	Behavioral	Forward-looking	Individual	B2C	No	0.002899
Bagchi, Rajesh and Xingbo Li (2011), "Illusory Progress in Loyalty Programs: Magnitudes Reward Distances and Step-Size Ambiguity," <i>Journal of Consumer Research</i> , 37 (February), 888–901.	Published	Behavioral	Forward-looking	Individual	B2C	Yes	0.012091

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Baker, Julie, A. Parasuraman, Dhruv Grewal, and Glenn B. Voss (2002), "The Influence of Multiple Store Environment Cues on Perceived Merchandise Value and Patronage Intentions," <i>Journal of Marketing</i> , 66 (April), 120–141.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.012337
Barksdale Jr., Hiram C. (1997), "A Relationship Maintenance Model: A Comparison Between Managed Health Care and Traditional Fee-for-Service," <i>Journal of Business Research</i> , 40 (November), 237–247.	Published	Behavioral	Forward-looking	Individual	B2C	Yes	0.009203
Barnes, James G. (1997), "Closeness, Strength, and Satisfaction: Examining the Nature of Relationships between Providers of Financial Services and Their Retail Customers," <i>Psychology and Marketing</i> , 14 (December), 765–790.	Published	Inclusive	Backward-looking	Individual	B2C	Yes	0.002793
Ben-Rechav, Gila Gabay (2000), "Relationship Selling and Trust: Antecedents and Consequences," doctoral dissertation, Marketing Department, Portland State University.	Unpublished	Inclusive	Backward-looking	Individual	B2C	No	0.004057
Bettencourt, Lance A. (1997), "Customer Voluntary Performance: Customers as Partners in Service Delivery," <i>Journal of Retailing</i> , 73 (September), 383–406.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.002899
Biong, Harald (1993), "Satisfaction and Loyalty to Suppliers within the Grocery Trade," <i>European Journal of Marketing</i> , 27 (July), 21–38.	Published	Behavioral	Forward-looking	Firm	B2B	Yes	0.002564
Blocker, Christopher P., Daniel J. Flint, Matthew B. Myers, and Stanley F. Slater (2011), "Proactive Customer Orientation and its Role for Creating Customer Value in Global Markets," <i>Journal of the Academy of Marketing Science</i> , 39 (April), 216–233.	Published	Behavioral	Forward-looking	Firm	B2B	Yes	0.005403
Bloodgett, Jeffrey G. (1993), "The Effects of Perceived Justice on Complainers' Negative Word-of-Mouth Behavior and Repatronage Intentions," <i>Journal of Retailing</i> , 69 (December), 399–428.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002899
Bodet, Guillaume, and Iouri Bemache-Assollant (2011), "Consumer Loyalty in Sport Spectatorship Services: The Relationships with Consumer Satisfaction and Team Identification," <i>Psychology and Marketing</i> , 28 (December), 781–802.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002793
Boles, James S., Julie T. Johnson, and Hiram C. Barksdale Jr. (2000), "How Salespeople Build Quality Relationships: A Replication and Extension," <i>Journal of Business Research</i> , 48 (April), 75–81.	Published	Behavioral	Forward-looking	Individual	B2B	Yes	0.009203
Boonajseevee, Bhoomipan (2005), "Relationship Marketing: Loyalty Intentions in New Era of Thai Bank Marketing," Marketing Department, Nova Southeastern University.	Unpublished	Inclusive	Forward-looking	Firm	B2C	Yes	0.004057

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Bowden, Jana Lay-Hwa (2011), "Engaging the Student as a Customer: A Relationship Marketing Approach," <i>Marketing Education</i> , 21 (September), 211–228.	Published	Inclusive	Backward-looking	Firm	B2C	Yes	0.000000
Brady, Michael K., Clay M. Voorhees, and Michael J. Brusco (2012), "Service Sweethearting: Its Antecedents and Customer Consequences," <i>Journal of Marketing</i> , 76 (March), 81–98.	Published	Aggregate	Backward-looking	Firm	B2B	Yes	0.012337
Brevik, Einar, and Helge Thorbjørnsen (2008), "Consumer Brand Relationships: An Investigation of Two Alternative Models," <i>Journal of the Academy of Marketing Science</i> , 36 (December), 443–472.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	Yes	0.005403
Brexendorf, Tim Oliver, Silke Mühlmeier, Torsten Tomczak, and Martin Eisend (2010), "The Impact of Sales Encounters on Brand Loyalty," <i>Journal of Business Research</i> , 63 (November), 1148–1155.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	Yes	0.009203
Candi, Marina (2010), "Benefits of Aesthetic Design as an Element of New Service Development," <i>Journal of Product Innovation Management</i> , 27 (October), 1047–1064.	Published	Behavioral	Backward-looking	Firm	B2B	Yes	0.003957
Cases, Anne-Sophie, Christophe Fournier, Pierre-Louis Dubois, and John F. Tanner Jr. (2010) "Web Site Spill Over to Email Campaigns: The Role of Privacy, Trust, and Shoppers' Attitudes," <i>Journal of Business Research</i> , 63 (September–October), 993–999.	Published	Attitudinal	Backward-looking	Firm	B2C	Yes	0.009203
Castaldo, Sandro, Francesco Perrini, Nicola Misani, and Antonio Tencati (2009), "The Missing Link Between Corporate Social Responsibility and Consumer Trust: The Case of Fair Trade Products," <i>Journal of Business Ethics</i> , 84 (January), 1–15.	Published	Aggregate	Forward-looking	Brand	B2C	Yes	0.013950
Chaudhuri, Arijun, and Morris B. Holbrook (2001), "The Chain of Effects from Brand Trust and Brand Affect to Brand Performance: The Role of Brand Loyalty," <i>Journal of Marketing</i> , 65 (April), 81–93.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	No	0.012337
Chebat, Jean-Charles, M. Joseph Sirgy, Stephan Grzeskowiak (2010), "How Can Shopping Mall Management Best Capture Mall Image?" <i>Journal of Business Research</i> , 63 (2010), 735–740.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2C	Yes	0.009203
Chitturi, Ravindra, Rajagopal Raghunathan, and Vijay Mahajan (2008), "Delight by Design: The Role of Hedonic Versus Utilitarian Benefits," <i>Journal of Marketing</i> , 72 (May), 48–63.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.012337
Collishaw, Mary Ann, Linda Dyer, and Kathleen Boies (2008), "The Authenticity of Positive Emotional Displays: Client Responses to Leisure Service Employees," <i>Journal of Leisure Research</i> , 40 (January), 23–46.	Published	Inclusive	Backward-looking	Individual	B2C	Yes	0.000870

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Cronin Jr., J. Joseph, and Micheal K. Brady, and G. Tomas M. Hult (2000), "Assessing the Effects of Quality, Value, and Customer Satisfaction on Consumer Behavioral Intentions in Service Environments," <i>Journal of Retailing</i> , 76 (June), 193–218.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.002899
Cronin Jr., J. Joseph, and Steven A. Taylor (1992), "Measuring Service Quality: A Reexamination and Extension," <i>Journal of Marketing</i> , 56 (July), 55–68.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.012337
Davis-Sramek, Beth, Cornelia Droge, John T. Mentzer, and Matthew B. Myers (2009), "Creating Commitment and Loyalty Behavior Among Retailers: What are the Roles of Service Quality and Satisfaction?" <i>Journal of the Academy of Marketing Science</i> , 37 (December), 440–454.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2B	Yes	0.005403
Dawes, John (2009), "The Effect of Service Price Increases on Customer Retention the Moderating Role of Customer Tenure and Relationship Breadth," <i>Journal of Service Research</i> , 11 (February), 232–245.	Published	Behavioral	Backward-looking	Firm	B2C	No	0.002729
De Wulf, Kristof, Gaby Odekerken-Schröder, and Dawn Iacobucci (2001), "Investments in Consumer Relationships: A Cross-Country and Cross-Industry Exploration," <i>Journal of Marketing</i> , 65 (October), 33–50.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012337
Demoulin, Nathalie, and Pietro Zidda (2009), "Drivers of Customers' Adoption and Adoption Timing of a New Loyalty Card in the Grocery Retail Market," <i>Journal of Retailing</i> , 85 (September), 391–405.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.002899
Deng, Zhaohua, Yaobin Lu, Kwok Kee Wei, and Jimlong Zhang (2010), "Understanding Customer Satisfaction and Loyalty: An Empirical Study of Mobile Instant Messages in China," <i>International Journal of Information Management</i> , 30 (August), 289–300.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.001389
Dröge, Cornelia (1989), "Shaping the Route to Attitude Change: Central Versus Peripheral Processing Through Comparative Versus Noncomparative Advertising," <i>Journal of Marketing Research</i> , 26 (May), 193–204.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	Yes	0.014522
Echambadi, Raj, Rupinder P. Jindal, and Edward A. Blair (2013), "Evaluating and Managing Brand Repurchase Across Multiple Geographic Retail Markets," <i>Journal of Retailing</i> , 89 (December), 409–422.	Published	Behavioral	Backward-looking	Brand	B2C	No	0.002899
Evanschitzky, Heiner, B. Ramaseshan, David M. Woitschläger, Verena Richelsen, Markus Blut, and Christof Backhaus (2010), "Consequences of Customer Loyalty to the Loyalty Program and to the Company," <i>Journal of the Academy of Marketing Science</i> , 40 (September), 625–638.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.005403

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Evanschitzky, Heiner, Gopalkrishnan R. Iyer, Hilke Plassmann, Joerg Niessing, and Heribert Meffert (2006), "The Relative Strength of Affective Commitment in Securing Loyalty in Service Relationships," <i>Journal of Business Research</i> , 59 (November), 1207–1213.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.009203
Farrelly, Francis John, and Quester, Pascale Genevieve (2003), "What Drives Renewal of Sponsorship Principal/Agent Relationships?" <i>Journal of Advertising Research</i> , 43 (April), 353–360.	Published	Behavioral	Forward-looking	Firm	B2B	Yes	0.000000
Fletcher, Keith P., and Linda D. Peters (1997), "Trust and Direct Marketing Environments: A Consumer Perspective," <i>Journal of Marketing Management</i> , 13 (August), 523–539.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.000000
Friend, Scott B., G. Alexander Hamwi, and Brian N. Rutherford (2011), "Buyer–Seller Relationships Within a Multisource Context: Understanding Customer Defection and Available Alternatives," <i>Journal of Personal Selling and Sales Management</i> , 31 (April), 383–395.	Published	Behavioral	Forward-looking	Individual	B2B	Yes	0.000000
Ganesh, Jaishankar, Mark J. Arnold, and Kristy E. Reynolds (2000), "Understanding the Customer Base of Service Providers: An Examination of the Differences Between Switchers and Stayers," <i>Journal of Marketing</i> , 64 (July), p 65–87.	Published	Inclusive	Backward-looking	Firm	B2C	Yes	0.012337
Garbarino, Ellen, and Mark S. Johnson (1999), "The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships," <i>Journal of Marketing</i> , 63 (April), 70–87.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2C	Yes	0.012337
Garnetfeld, Ina, Andreas Eggert, Sabrina V. Helm, and Stephen S. Tax (2013), "Growing Existing Customers' Revenue Streams Through Customer Referral Programs," <i>Journal of Marketing</i> , 77 (July), 17–32.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2C	Yes	0.012337
Gelbrich, Katja (2011), "I Have Paid Less Than You! The Emotional and Behavioral Consequences of Advantaged Price Inequality," <i>Journal of Retailing</i> , 87 (June), 207–224.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002899
Gilly, Mary C., and Betsy D. Gelb (1982), "Post-Purchase Consumer Processes and the Complaining Consumer," <i>Journal of Consumer Research</i> , 9 (December), 323–328.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012091
Gil-Saura, Irene, and Maria Eugenia Ruiz-Molina (2011), "Logistics Service Quality and Buyer–Customer Relationships: The Moderating Role of Technology in B2B and B2C Contexts," <i>Services Industries Journal</i> , 31 (May), 1109–1123.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.002556
Gottlieb, B. H., Grewal, D., & Brown, S. W. 1994. Consumer satisfaction and perceived quality: Complementary or divergent construct? <i>Journal of Applied Psychology</i> , 79: 875–885.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.032970

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Gruen, Thomas W., Talai Osmonbekov, Andrew J. Czaplewski (2007), "Customer-to-Customer Exchange: Its MOA Antecedents and Its Impact on Value Creation and Loyalty," <i>Journal of the Academy of Marketing Science</i> , 35 (2007), 537–549.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.005403
Guo, Chinquan (2001), "Market Orientation and Customer Satisfaction: An Empirical Investigation," Department of Marketing, Southern Illinois University at Carbondale.	Unpublished	Behavioral	Backward-looking	Firm	B2B	Yes	0.004057
Gustafsson, Anders, Michael D. Johnson, and Inger Roos (2005), "The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention," <i>Journal of Marketing</i> , 69 (October), 210–218.	Published	Behavioral	Backward-looking	Firm	B2C	No	0.012337
Harris, Lloyd C., and Mark M.H. Goode (2004), "The Four Levels of Loyalty and the Pivotal Role of Trust: A Study of Online Service Dynamics," <i>Journal of Retailing</i> , 80 (February), 139–158.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.002899
Heitmann, Mark, Donald R. Lehmann, and Andreas Herrmann (2007), "Choice Goal Attainment and Decision and Consumption Satisfaction," <i>Journal of Marketing Research</i> , 44 (May), 234–250.	Published	Behavioral	Forward-looking	Brand	B2C	No	0.014522
Hennig-Thurau, Thorsten, Kevin P. Gwinner, and Dwayne D. Gremler (2002), "Understanding Relationship Marketing Outcomes: An Integration of Relational Benefits and Relationship Quality," <i>Journal of Service Research</i> , 4 (February), 230–247.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.002729
Hennig-Thurau, Thorsten, Markus F. Langer, and Ursula Hansen (2001), "Modeling and Managing Student Loyalty: An Approach Based on the Concept of Relationship Quality," <i>Journal of Service Research</i> , 3 (May), 331–344.	Published	Inclusive	Forward-looking	Individual	B2C	Yes	0.002729
Hennig-Thurau, Thorsten, Markus Groth, Michael Paul, and Dwayne D. Gremler (2006), "Are All Smiles Created Equal? How Emotional Contagion and Emotional Labor Affect Service Relationships," <i>Journal of Marketing</i> , 70 (July), 58–73.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.012337
Hewett, Kelly, R. Bruce Money, and Subhash Sharma (2002), "An Exploration of the Moderating Role of Buyer Corporation Culture in Industrial Buyer-Seller Relationships," <i>Journal of the Academy of Marketing Science</i> , 30 (June), 229–239.	Published	Behavioral	Forward-looking	Firm	B2B	Yes	0.005403
Ho, Hung-Hsin (2009), "The Role of Commitment in the Relationship between Customer Satisfaction and Customer Loyalty in the Banking Industry: The Mediating Effect of Commitment," Department of Marketing, University of Maryland University College	Unpublished	Inclusive	Forward-looking	Firm	B2C	Yes	0.004057

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Homburg, Christian, and Andreas Fürst (2005), "How Organizational Complaint Handling Drives Customer Loyalty: An Analysis of the Mechanistic and the Organic Approach," <i>Journal of Marketing</i> , 69 (July), 95–114.	Published	Aggregate	Forward-looking	Firm	B2B	Yes	0.012337
Homburg, Christian, Andreas Fürst, and Jana-Kristin Prigge (2010), "A Customer Perspective on Product Eliminations: How the Removal of Products Affects Customers and Business Relationships," <i>Journal of the Academy of Marketing Science</i> , 38 (October), 531–549.	Published	Aggregate	Forward-looking	Firm	B2B	Yes	0.005403
Homburg, Christian, Jan Wieseke, and Wayne D. Hoyer (2009), "Social Identity and the Service-Profit Chain," <i>Journal of Marketing</i> , 73 (March), 38–54.	Published	Inclusive	Forward-looking	Firm	B2C	Yes	0.012337
Hong, Ilyoo B., and Whiyung Cho (2011), "The Impact of Consumer Trust on Attitudinal Loyalty and Purchase Intentions in B2C e-Marketplaces: Intermediary Trust vs. Seller Trust," <i>International Journal of Information Management</i> , 31 (October), 469–479.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.001389
Hur, Youngjin, Yong Jae Ko, and Joseph Valacich (2011), "A Structural Model of the Relationships Between Sport Website Quality, e-Satisfaction, and e-Loyalty," <i>Journal of Sport Management</i> , 25 (May), 458–473.	Published	Attitudinal	Backward-looking	Firm	B2C	Yes	0.000705
Jayawardhena, Chanaka, Anne L. Souchon, Andrew M. Farrell, and Kate Glanville (2007), "Outcomes of Service Encounter Quality in a Business-to-Business Context," <i>Industrial Marketing Management</i> , 36 (July), 575–588.	Published	Inclusive	Backward-looking	Firm	B2B	Yes	0.004051
Jilapalli, Ravi K., and James B. Wilcox (2010), "Professor Brand Advocacy: Do Brand Relationships Matter?" <i>Journal of Marketing Education</i> , 32 (September), 328–340.	Published	Attitudinal	Forward-looking	Individual	B2C	Yes	0.000000
Johnson, Jean L. (1999), "Strategic Integration in Industrial Distribution Channels: Managing the Interfirm Relationship as Strategic Asset," <i>Journal of the Academy of Marketing Science</i> , 27 (January), 4–18.	Published	Attitudinal	Forward-looking	Firm	B2B	Yes	0.005403
Johnson, Julie T., Hiram C. Barksdale Jr., and James S. Boles (2001), "The Strategic Role of the Salesperson in Reducing Customer Defection in Business Relationships," <i>Journal of Personal Selling and Sales Management</i> , 21 (February), 123–134.	Published	Aggregate	Forward-looking	Individual	B2B	Yes	0.000000
Jones, Michael A., and Kristy E. Reynolds (2006), "The Role of Retailer Interest on Shopping Behavior," <i>Journal of Retailing</i> , 82 (June), 115–126.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2C	Yes	0.002899
Jones, Michael A., David Mothersbaugh, and Sharon E. Beatty (2000), "Switching Barriers and Repurchase Intentions in Services," <i>Journal of Retailing</i> , 76 (June), 259–274.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002899

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Jones, Tim, Shirley F. Taylor, Harvir S. Bansal (2008), "Commitment to a Friend, a Service Provider, or a Service Company—are they Distinctions Worth Making?" <i>Journal of the Academy of Marketing Science</i> , 36 (December), 473–487.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2B	Yes	0.005403
Keiningham, Timothy L., Bruce Cool, Tor Wallin Andreassen, and Lerzan Aksoy (2007), "A Longitudinal Examination of Net Promoter and Firm Revenue Growth," <i>Journal of Marketing</i> , 71 (July), 39–51.	Published	Behavioral	Forward-looking	Firm	B2C	No	0.012337
Kim, Keysuk (2000), "On Interfirm Power Channel Climate and Solidarity in Industrial Distributor-Supplier Dyads," <i>Journal of the Academy of Marketing Science</i> , 28 (June), 388–405.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2B	No	0.005403
Kim, Sung S. and Jai-Yeol Son (2009), "Out of Sedication or Constraint? A Dual Model of Post-Adoption Phenomena and its Empirical Test in the Context of Inline Services," <i>MIS Quarterly</i> , 33 (January), 49–70.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2C	Yes	0.009769
Kuenzel, Sven, and Ewa Krolikowska (2008), "The Effect of Bonds on Loyalty Toward Auditors: The Mediating Role of Commitment," <i>Services Industries Journal</i> , 28 (June), 685–700.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2B	Yes	0.002556
Kumar, Nirmalya, Lisa K. Scheer, and Jan-Benedict E.M. Steenkamp (1995), "The Effects of Supplier Fairness on Vulnerable Resellers," <i>Journal of Marketing Research</i> , 32 (February), 54–65.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2B	Yes	0.014522
Kwak, Dae Hee, Stephen McDaniel, and Ki Tak Kim (2011), "Revisiting the Satisfaction Loyalty Relationship in the Sport Video Gaming Context: The Mediating Role of Consumer Expertise," <i>Journal of Sports Management</i> , 26 (January), 81–91.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.000705
Lacey, Russell Wayne (2003), "Customer Loyalty Programs: Strategic Value to Relationship Marketing," Department of Marketing, University of Alabama.	Unpublished	Behavioral	Forward-looking	Firm	B2C	Yes	0.004057
Lambert-Pandraud, Raphaëlle, Gilles Laurent, and Eric Laperonne (2005), "Repeat Purchasing of New Automobiles by Older Consumers: Empirical Evidence and Interpretations," <i>Journal of Marketing</i> , 69 (April), 97–113.	Published	Behavioral	Backward-looking	Brand	B2C	Yes	0.012337
Lanza, Kerry M. (2008), "The Antecedents of Automotive Brand Loyalty and Repurchase Intentions," University of Phoenix.	Unpublished	Inclusive	Forward-looking	Brand	B2C	Yes	0.004057
LeClerc, France, and John D.C. Little (1997), "Can Advertising Copy Make FSI Coupons More Effective?" <i>Journal of Marketing Research</i> , 34 (November), 473–484.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	Yes	0.014522
Lee, Ji Yeon (2009), "Investigating the Effect of Festival Visitors' Emotional Experiences on Satisfaction, Psychological Commitment, and Loyalty," Department of Marketing, Texas A&M University.	Unpublished	Inclusive	Forward-looking	Firm	B2C	Yes	0.004057

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Lee, Kyootai, and Kailash Joshi, and Young Kyun Kim (2011), "Identification of the Four-Factor Structure of Customers' Perceived Fairness," <i>Journal of Targeting, Measurement and Analysis for Marketing</i> , 19 (May), 113–126.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.000000
Leenheer, Jorna, Harald J. van Heerde, Tammo H.A. Bijkmolt, and Ale Smidts (2007), "Do Loyalty Programs Really Enhance Behavioral Loyalty? An Empirical Analysis Accounting for Self-Selecting Members," <i>International Journal of Research in Marketing</i> , 24 (March), 31–47.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.002847
Lei, Jing, Ko de Ruyter, and Martin Wetzels (2008), "Consumer Responses to Vertical Service Line Extensions," <i>Journal of Retailing</i> , 84 (September), 268–280.	Published	Inclusive	Forward-looking	Brand	B2C	Yes	0.002899
Liang, Chiung-Ju, and Wen-Hung Wang (2006), "Evaluating the Interrelation of a Retailer's Relationship Efforts and Consumers' Attitudes and Behavior," <i>Journal of Targeting, Measurement and Analysis for Marketing</i> , 14 (2006), 156–172.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2C	Yes	0.000000
Lin, Hsin-Hui, and Yi-Shun Wang (2006), "An Examination of the Determinants of Customer Loyalty in Mobile Commerce Contexts," <i>Information and Management</i> , 43 (April), 271–282.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.005060
Liu, Annie H., and Mark P. Leach (2001), "Developing Loyal Customers with a Value-Adding Sales Force: Examining Customer Satisfaction and the Perceived Credibility of Consultative Salespeople," <i>Journal of Personal Selling and Sales Management</i> , 21 (February), 147–156.	Published	Aggregate	Backward-looking	Individual	B2B	Yes	0.000000
Liu, Yuping, and Rong Yang (2009), "Competing Loyalty Programs: Impact of Market Saturation, Market Share, and Category Expandability," <i>Journal of Marketing</i> , 73 (January), 93–108.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012337
Liu-Thompkins, Yuping, and Leona Tam (2013), "Not All Repeat Customers Are the Same: Designing Effective Cross-Selling Promotion on the Basis of Attitudinal Loyalty and Habit," <i>Journal of Marketing</i> , 77 (September), 21–36.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2C	No	0.012337
Lueg, Jason E., Nicole Ponder, Sharon E. Beatty, and Michael L. Capella (2006), "Teenagers' Use of Alternative Shopping Channels: A Consumer Socialization Perspective," <i>Journal of Retailing</i> , 82 (June), 137–153.	Published	Behavioral	Forward-looking	Individual	B2C	Yes	0.002899
Macintosh, Gerrard, and Lawrence S. Lockshin (1997), "Retail Relationships and Store Loyalty: A Multi Level Perspective," <i>International Journal of Research in Marketing</i> , 14 (December), 487–497.	Published	Attitudinal	Backward-looking	Individual	B2C	Yes	0.002847

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Maignan, Isabelle and O. C. Ferrell (2001), "Antecedents and Benefits of Corporate Citizenship: An Investigation of French Businesses," <i>Journal of Business Research</i> , 51 (January), 37–51.	Published	Aggregate	Backward-looking	Firm	B2B	Yes	0.009203
Maxham III, James G., and Richard G. Netemeyer (2002), "Modeling Customer Perceptions of Complaint Handling Over Time: The Effects of Perceived Justice on Satisfaction and Intent," <i>Journal of Retailing</i> , 78 (April), 239–252.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002899
Mende, Martin, Ruth N. Bolton, and Mary Jo Bitner (2009), "Relationships take two: Customer Attachment Styles' Influence on Consumers' Desire for Close Relationships and Loyalty to the Firm," MSI working paper, Marketing Science Institute.	Unpublished	Behavioral	Forward-looking	Firm	B2C	Yes	0.004057
Mende, Martin, Ruth N. Bolton, and Mary Jo Bitner (2013), "Decoding Customer–Firm Relationships: How Attachment Styles Help Explain Customers' Preferences for Closeness, Repurchase Intentions, and Changes in Relationship Breadth," <i>Journal of Marketing Research</i> , 50 (February), 125–142.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.014522
Mittal, Vikas, and Wagner A. Kamakura (2001), "Satisfaction, Repurchase Intent, and Repurchase Behavior: Investigating the Moderating Effect of Customer Characteristics," <i>Journal of Marketing Research</i> , 38 (February), 131–142.	Published	Behavioral	Backward-looking	Brand	B2C	No	0.014522
Monika, Koller, Arne Floh, and Alexander Zauner (2011), "Further Insights into Perceived Value and Consumer Loyalty: A "Green" Perspective," <i>Psychology and Marketing</i> , 28 (December), 1154–1176.	Published	Inclusive	Forward-looking	Brand	B2C	Yes	0.002793
Moore, Melissa Lunt (2000), "Toward Understanding the Consumer Psychology of Relationship Marketing," Department of Marketing, University of Connecticut.	Unpublished	Attitudinal, Behavioral	Backward-looking	Firm	B2C	Yes	0.004057
Morgan, Neil A., and Lopo L. Rego (2006), "The Value of Different Customer Satisfaction and Loyalty Metrics in Predicting Business Performance," <i>Marketing Science</i> , 25 (September/October), 426–439.	Published	Behavioral	Forward-looking	Firm	B2B	No	0.011581
Morgan, Neil A., and Lopo L. Rego (2009), "Brand Portfolio Strategy and Firm Performance," <i>Journal of Marketing</i> , 73 (January), 59–74.	Published	Behavioral	Backward-looking	Firm	B2B	No	0.012337
Morgan, Rober M., and Shelby D. Hunt (1994), "The Commitment-Trust Theory of Relationship Marketing," <i>Journal of Marketing</i> , 58 (July), 20–39.	Published	Behavioral	Forward-looking	Firm	B2B	Yes	0.012337
Neerakkal, Joji Alex (2011), "Consumer Evaluations of Product Line Brand Extension," <i>The IJUP Journal of Brand Management</i> , 8 (March), 22–35.	Published	Attitudinal	Backward-looking	Brand	B2C	Yes	0.000000

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Nijssen, Edwin, Jagdip Singh, Deepak Sirdeshmukh, and Hartmut Holzmüller (2003), "Investigating Industry Context Effects in Consumer-Firm Relationships: Preliminary Results From a Dispositional Approach," <i>Journal of the Academy of Marketing Science</i> , 31 (January), 46–60.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.005403
Nitzan, Irit and Barak Libai (2010), "Social Effects on Customer Retention," MSI working paper, Marketing Science Institute.	Unpublished	Behavioral	Backward-looking	Firm	B2C	Yes	0.004057
Nunes, Joseph C., and Xavier Drèze (2006), "The Endowed Progress Effect: How Artificial Advancement Increases Effort," <i>Journal of Consumer Research</i> , 32 (March), 504–512.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012091
Palmatier, Robert W., Lisa K. Scheer, and Jan-Benedict E.M. Steenkamp (2007), "Customer Loyalty to Whom? Managing the Benefits and Risks of Salesperson-Owned Loyalty," <i>Journal of Marketing Research</i> , 44 (May), 185–199.	Published	Inclusive	Forward-looking	Individual	B2B	No	0.014522
Palmatier, Robert W., Cheryl Burke Jarvis, Jennifer R. Bechko, and Frank R. Kardes (2009), "The Role of Customer Gratitude in Relationship Marketing," <i>Journal of Marketing</i> , 73 (September), 1–18.	Published	Behavioral	Forward-looking	Firm	B2B	No	0.012337
Palmatier, Robert W., Lisa K. Scheer, Kenneth R. Evans, and Todd J. Arnold (2008), "Achieving Relationship Marketing Effectiveness in Business-to-Business Exchanges," <i>Journal of the Academy of Marketing Science</i> , 36 (June), 174–190.	Published	Attitudinal, Behavioral	Backward-looking	Individual	B2B	Yes	0.005403
Palmatier, Robert W., Lisa K. Scheer, Mark B. Houston, Kenneth R. Evans, and Srinath Gopalakrishna, "Use of Relationship Marketing Programs in Building Customer-Salesperson and Customer-Firm Relationships: Differential Influences on Financial Outcomes," <i>International Journal of Research in Marketing</i> , 24 (September), 210–223.	Published	Behavioral	Backward-looking	Firm	B2B	No	0.002847
Park, C. Whan, Deborah J. MacInnis, Joseph Priester, Andreas B. Eisingerich, and Dawn Iacobucci (2010), "Brand Attachment and Brand Attitude Strength: Conceptual and Empirical Differentiation of Two Critical Brand Equity Drivers," <i>Journal of Marketing</i> , 74 (November), 1–17.	Published	Attitudinal, Behavioral	Backward-looking	Brand	B2C	Yes	0.012337
Park, C. Whan, Sung Youl Jun, and Deborah J. MacInnis (2000), "Choosing What I Want Versus Rejecting What I Do Not Want: An Application of Decision Framing to Product Option Choice Decisions," <i>Journal of Marketing Research</i> , 37 (May), 187–202.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.014522
Patterson, Paul G., and Tasman Smith (2003), "A Cross-Cultural Study of Switching Barriers and Propensity to Stay with Service Providers," <i>Journal of Retailing</i> , 79 (June), 107–120.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002899

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Perrini, Francesco, Sandro Castaldo, Nicola Misani, and Antonio Tencati (2009), "The Impact of Social Responsibility Associations on Trust in Organic Products Marketed by Mainstream Retailers: A Study of Italian Consumers," <i>Business Strategy and the Environment</i> , 19 (December), 512–526.	Published	Aggregate	Backward-looking	Brand	B2C	Yes	0.000000
Ping Jr., Robert A. (1993), "The Effects of Satisfaction and Structural Constraints on Retailer Exiting, Voice, Loyalty, Opportunism, and Neglect," <i>Journal of Retailing</i> , 69 (September), 320–352.	Published	Behavioral	Backward-looking	Firm	B2B	Yes	0.002899
Porter, Constance Elise, and Naveen Donthu (2008), "Cultivating Trust and Harvesting Value in Virtual Communities," <i>Management Science</i> , 54 (January), 113–128.	Published	Contaminated	Forward-looking	Brand	B2C	Yes	0.032442
Ranaweera, Chatura and Jaideep Prabhu (2003), "On the Relative Importance of Customer Satisfaction and Trust as Determinants of Customer Retention and Positive Word of Mouth," <i>Journal of Targeting, Measurement and Analysis for Marketing</i> , 12 (2003), 82–90.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.000000
Reynolds, Kristy E., and Sharon E. Beatty (1999), "Customer Benefits and Company Consequences of Customer-Salesperson Relationships in Retailing," <i>Journal of Retailing</i> , 75 (March), 11–32.	Published	Behavioral	Forward-looking	Individual	B2C	Yes	0.002899
Roehm, Michelle, L., Ellen Bolman Pullins, and Harper A. Roehm Jr. (2002), "Designing Loyalty-Building Programs for Packaged Goods Brands," <i>Journal of Marketing Research</i> , 39 (May), 202–213.	Published	Attitudinal	Backward-looking	Brand	B2C	Yes	0.014522
Russell-Bennett, Rebekah, Janet R. McColl-Kennedy, Leonard V. Coote (2007), "Involvement Satisfaction and Brand Loyalty in a Small Business Services Setting," <i>Journal of Business Research</i> , 60 (December), 1253–1260.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2C	Yes	0.009203
Sánchez, José Ángel López, María Leticia Santos Vijande, and Juan Antonio Trespalacios Gutiérrez (2011), "The Effects of Manufacturer's Organizational Learning on Distributor Satisfaction and Loyalty in Industrial Markets," <i>Industrial Marketing Management</i> , 40 (May), 624–635.	Published	Inclusive	Forward-looking	Firm	B2B	Yes	0.004051
Sanchez-Franco, Manuel, and Francisco J. Rondan-Cataluna (2010), "Connection Between Customer Emotions and Relationship Quality in Online Music Services," <i>Behavioral and Information Technology</i> , 29 (June), 633–651.	Published	Attitudinal	Backward-looking	Firm	B2C	Yes	0.001428
Scheer, Lisa K., C. Fred Miao, and Jason Garrett (2010), "The Effects of Supplier Capabilities on Industrial Customers' Loyalty: The Role of Dependence," <i>Journal of the Academy of Marketing Science</i> , 38 (2010), 90–104.	Published	Aggregate	Backward-looking	Firm	B2B	Yes	0.005403

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Seiders, Kathleen, Glenn B. Voss, Andrea L. Godfrey, Dhruv Grewal (2007), "SERVCON: Development and Validation of a Multidimensional Service Convenience Scale," <i>Journal of the Academy of Marketing Science</i> , 35 (March), 144–156.	Published	Inclusive	Forward-looking	Firm	B2C	No	0.005403
Seiders, Kathleen, Glenn B. Voss, Dhruv Grewal, and Andrea L. Godfrey (2005), "Do Satisfied Customers Buy More? Examining Moderating Influences in a Retailing Context," <i>Journal of Marketing</i> , 69 (October), 26–43.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.012337
Shankar, Venkatesh, Amy K. Smith, and Arvind Rangaswamy (2003), "Customer Satisfaction and Loyalty in Online and Offline Environments," <i>International Journal of Research in Marketing</i> , 20 (June), 153–175.	Published	Attitudinal, Behavioral	Backward-looking	Firm	B2C	Yes	0.002847
Simpson, James T. (1997), "Relationship Management: A Call for Fewer Influence Attempts?" <i>Journal of Business Research</i> , 39 (July), 209–218.	Published	Attitudinal	Backward-looking	Firm	B2B	Yes	0.009203
Sirdeshmukh, Deepak, Jagdip Singh, and Barry Sabol (2002), "Consumer Trust, Value, and Loyalty in Relational Exchanges," <i>Journal of Marketing</i> , 66 (January), 15–37.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.012337
Sirdeshmukh, Deepak, Jagdip Singh, and Barry Savol (2001), "Consumer Trust, Value, and Loyalty in Relational Exchanges," MSI working paper, Marketing Science Institute.	Unpublished	Inclusive	Forward-looking	Firm	B2C	Yes	0.004057
Smith, Rodney E., and William F. Wright (2004), "Determinants of Customer Loyalty and Financial Performance," <i>Journal of Management Accounting Research</i> , 16 (December), 183–205.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.000000
Snoj, Boris, Borut Milfelner, and Vladimir Gabrijan (2007), "An Examination of the Relationships among Market Orientation Innovation Resources Reputational Resources and Company Performance in the Transitional Economy of Slovenia," <i>Canadian Journal of Administrative Sciences</i> , 24 (September), 151–164.	Published	Aggregate	Backward-looking	Firm	B2B	Yes	0.000457
Soman, Dilip (1998), "The Illusion of Delayed Incentives: Evaluation Future Effort-Money Transactions," <i>Journal of Marketing Research</i> , 35 (November), 427–437.	Published	Attitudinal	Backward-looking	Individual	B2C	No	0.014522
Steinhoff, Lena, and Robert Palmatier (2013), "Understanding the Effectiveness of Loyalty Programs," MSI working paper, Marketing Science Institute.	Unpublished	Behavioral	Forward-looking	Firm	B2C	Yes	0.004057
Stokburger-Sauer, Nicola, S. Ratneshwar, and Sankar Sen (2012), "Drivers of Consumer-Brand Identification," <i>International Journal of Research in Marketing</i> , 29 (December), 406–418.	Published	Behavioral	Forward-looking	Brand	B2C	Yes	0.002847
Suh, Jung-Chae, and Yi Youjae (2006), "When Brand Attitudes Affect the Customer Satisfaction-Loyalty Relation: The Moderating Role of Product Involvement," <i>Journal of Consumer Psychology</i> , 16 (March), 145–155.	Published	Inclusive	Forward-looking	Brand	B2C	Yes	0.003690

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Sum, Ka-man (2007), "Market Orientation and the Use of Internet as a Relationship Marketing Tool in Service Industries," Department of Management and Marketing, Hong Kong Polytechnic University.	Unpublished	Behavioral	Forward-looking	Firm	B2C	Yes	0.004057
Tariq, Abdul Naveed, and Nadia Moussaoui (2009), "The Main Antecedent of Customer Loyalty in Moroccan Banking Sector," <i>International Journal of Business and Management Science</i> , 2 (2009), 101–115.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.000000
Taylor, Steven A., and Thomas L. Baker (1994), "An Assessment of the Relationship Between Service Quality and Customer Satisfaction in the Formation of Consumers' Purchase Intentions," <i>Journal of Retailing</i> , 70 (June), 163–178	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.002899
Tellis, Gerard J. (1988), "Advertising Exposure Loyalty and Brand Purchase: A Two-Stage Model of Choice," <i>Journal of Marketing Research</i> , 25 (May), 134–144.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.014522
Thiripurasundar, U. and P. Natarajan (2011), "An Empirical Study on Determinant and Measurement of Brand Equity in Indian Car Industry," <i>Asia Pacific Journal of Research in Business Management</i> , 2 (June), 158–169.	Published	Aggregate	Backward-looking	Brand	B2C	Yes	0.000000
Thomson, Matthew (2006), "Human Brands: Investigating Antecedents to Consumers' Strong Attachments to Celebrities," <i>Journal of Marketing</i> , 70 (July), 104–119.	Published	Attitudinal	Backward-looking	Brand	B2C	Yes	0.012337
Tsiros, Michael, and Vkas Mittal (2000), "Regret: A Model of its Antecedents and Consequences in Consumer Decision Making," <i>Journal of Consumer Research</i> , 26 (March), 401–407.	Published	Behavioral	Backward-looking	Brand	B2C	Yes	0.012091
van Doorn, Jenny, and Peter C. Verhoef (2007), "Managing Customer Relationships in Business Markets: The Role of Critical Incidents," MSI working paper, Marketing Science Institute.	Unpublished	Behavioral	Backward-looking	Firm	B2B	Yes	0.004057
van Doorn, Jenny, Peter S.H. Leeftang, and Marleen Tjts (2013), "Satisfaction as a Predictor of Future Performance: A replication," <i>International Journal of Research In Marketing</i> , 30 (December), 314–318.	Published	Behavioral	Forward-looking	Firm	B2C	No	0.002847
Vogel, Verena, Heiner Evanschitzky, and B. Ramaseshan (2008), "Customer Equity Drivers and Future Sales," <i>Journal of Marketing</i> , 72 (November), 98–108.	Published	Inclusive	Forward-looking	Firm	B2C	No	0.012337
Voss, Glenn B., Andrea Godfrey, and Kathleen Seiders (2010), "How Complementarity and Substitution Alter the Customer Satisfaction–Repurchase Link," <i>Journal of Marketing</i> , 74 (November), 111–127.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.012337

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Wagner, Tillmann, Thorsten Hennig-Thurau, and Thomas Rudolph (2009), "Does Customer Demotion Jeopardize Loyalty?" <i>Journal of Marketing</i> , 73 (May), 69–85.	Published	Behavioral	Forward-looking	Individual	B2C	Yes	0.012337
Walsh, Gianfranco and Boris Bartikowski (2013), "Exploring Corporate Ability and Social Responsibility Associations as Antecedents of Customer Satisfaction Cross-Culturally," <i>Journal of Business Research</i> , 66 (August), 989–995.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.009203
Walsh, Gianfranco, and Sharon E. Beatty (2007), "Customer-based Corporate Reputation of a Service Firm: Scale Development and Validation," <i>Journal of the Academy of Marketing Science</i> , 35 (March), 127–143.	Published	Aggregate	Backward-looking	Firm	B2C	Yes	0.005403
Walsh, Gianfranco, Edward Shiu, Louise M. Hassan, Nina Michaelidou, and Sharon E. Beatty (2011), "Emotions, Store-Environmental Cues, Store-Choice Criteria, and Marketing Outcomes," <i>Journal of Business Research</i> , 64 (July), 737–744.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.009203
Walsh, Gianfranco, Thorsten Hennig-Thurau, Kai Sassenberg, and Daniel Bornemann (2010), "Does Relationship Quality Matter in e-Services? A Comparison of Online and Offline Retailing," <i>Journal of Retailing and Consumer Services</i> , 17 (February), 130–142.	Published	Aggregate	Forward-looking	Firm	B2C	Yes	0.000000
Woisetschlager, David M., Patrick Lentz, and Heiner Evanschitzky (2011), "How Habits, Social Ties, and Economic Switching Barriers Affect Customer Loyalty in Contractual Service Settings," <i>Journal of Business Research</i> , 64 (August), 800–808.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.009203
Wu, Wei-ping, T.S. Chan, and Heng Hwa Lau (2008), "Does Consumers' Personal Reciprocity Affect Future Purchase Intentions?" <i>Journal of Marketing Management</i> , 24 (February), 345–360.	Published	Attitudinal, Behavioral	Forward-looking	Brand	B2C	Yes	0.000000
Xu, Yingzi (2004), "Assessing the Service-Profit Chain: An Empirical Study in a Chinese Securities Firm," Department of Management, Maastricht School of Management.	Unpublished	Behavioral	Forward-looking	Firm	B2C	Yes	0.004057
Yang, Zhilin, and Robin T. Peterson (2004), "Customer Perceived Value Satisfaction and Loyalty: The Role of Switching Costs," <i>Psychology and Marketing</i> , 21 (October), 799–822.	Published	Behavioral	Forward-looking	Firm	B2C	Yes	0.002793
Yen, Tsai-fa, Hsiou-hsiang J. Lui, and Chao-lin Tuan (2009), "Managing Relationship Effort to Influence Loyalty: An Empirical Study on the Sun Link Sea Forest and Recreational Park Taiwan," <i>International Journal of Organizational Innovation</i> , 2 (2009), 179–194.	Published	Behavioral	Backward-looking	Firm	B2C	Yes	0.000000

Table 7 (continued)

Reference	Unpublished	Loyalty perspective	Temporal orientation	Target	Market	Common method bias susceptibility?	Journal quality (Eigenfactor)
Yim, Chi Kin (Bennett), David K. Tse, and Kimmy Wa Chan (2008), "Strengthening Customer Loyalty Through Intimacy and Passion: Roles of Customer-Firm Affection and Customer-Staff Relationships in Services," <i>Journal of Marketing Research</i> , 45 (December), 741-756.	Published	Attitudinal, Behavioral	Forward-looking	Firm	B2C	Yes	0.014522
Yim, Frederick Hong-kit, Rolph E. Anderson, and Srinivasan Swaminathan (2004), "Customer Relationship Management: Its Dimensions and Effect on Customer Outcomes," <i>Journal of Personal Selling and Sales Management</i> , 24 (April), 263-278.	Published	Behavioral	Backward-looking	Firm	B2B	Yes	0.000000

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- Ailawadi, K. L., Pauwels, K., & Steenkamp, J.-B. E. M. (2008). Private-label use and store loyalty. *Journal of Marketing*, 72(6), 19–30.
- Ajzen, I. (2002). Residual effects of past on later behavior: habituation and reasoned action perspectives. *Personality and Social Psychology Review*, 6(2), 107–122.
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs: Prentice-Hall.
- Albers, S., Mantrala, M. K., & Sridhar, S. (2010). Personal selling elasticities: a meta-analysis. *Journal of Marketing Research*, 47(5), 840–853.
- Anderson, E., & Weitz, B. A. (1992). The use of pledges to build and sustain commitment in distribution channels. *Journal of Marketing Research*, 29, 18–34.
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