

The Impact of the Components of Holistic Marketing on the Customer Experience: Case Study, KOREK Telecom Employees in Karbala and Mosul Branches

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Abstract

The customer experience while dealing with a company is the result of several circumstances and surrounding variables. Therefore, the main aim of this paper is to study the impact of holistic marketing on customer experience. Holistic marketing consists of four dimensions (i.e., internal marketing, performance marketing, relationship marketing, and integrated marketing). The hypotheses of this study are assumed that Holistic marketing dimensions are affecting the customer experience. The case study of this paper is based on the employees' answers of two branches Karbala and Mosul of a well-known company is Korek-Iraq. In this paper, the number of samples is 36 which is equal to the total number of employees in these two branches. The analytical descriptive approach has been used in this study for evaluation purposes. Based on the statistical results, the hypotheses of this study have been approved where the Holistic marketing dimensions have a significant positive impact on customer experience. Consequently, this paper recommends that the company should take more care of these four dimensions in order to provide the customer with a wonderful sensory, emotional and social experience.

Key words: H.M., C.E.

1. Introduction

A number of studies have suggested a linkage of Holistic Marketing (HM) and concepts that are closely relevant to customers. The perspective of the HM is focused on the view that everything is crucial (Cătălin, Andreea et al. 2014:14). Nmegbu (2014:2) has reported an association of adopting the HM elements to customer satisfaction, loyalty, and addition quality. Further, the authors in (Nigam 2011) have confirmed that this type of marketing delivers customer satisfaction while providing value. Additionally, the authors have emphasized the importance of presenting the products in a way that it does not waste customers' time. The research in (PURCĂREA and RAȚIU 2009: 22) has referred that the HM deals with the feelings of customers during the purchase process. Moreover, (Soliman 2016:18) has described the HM as the concept that considers all components of the company's business including clients, personnel, manufacturers, stakeholders, and society. (Nmegbu 2014) has highlighted that the HM is an approach to mix marketing strategies with efforts to achieve the firm's goals. Furthermore, the authors in (PURCĂREA and RAȚIU 2009:22) have defined that the HM provides firms with expertise on how customers will interact with their goods, site, adverts, etc. Based on the above studies, HM has an impact on the Customer Experience (CE) due to the ways of delivering the goods are playing a major role in the experience which reveals the importance of HM and its position in company

relations with customers. Therefore, based on all the facts that have been mentioned earlier the main aims of the study as follow:

- Provide a deep description of the four dimensions of the HM.
- Investigate the general impact of the four dimensions of the HM on the CE.
- Apply HM in one of the Iraqi well-known companies (KOREK Telecom) in order to provide high quality customer service.

2. Literature review

This section provides deep explanations of both independent and dependent variables. The independent variable is the HM while the dependent variable is CE. The explanation of the HM, and CE are presented in section (3.1, and 3.2), respectively.

2.1 Holistic Marketing

A few researchers trace the origins of interest in HM to the end of the 20th century, as a result of highly unstable business environment (Barius 1994:14). HM is an approach that combines strategy and marketing activities as a major means for helping individuals to accomplish the organization's goals (Nmegbu 2014:22). While the authors in (Tzokas and Saren 2004:15) have described the HM as a contribution that builds the customer value chain by meeting the marketers' goal to develop a direct connection between employees and managers, as well as stakeholders and external consumers. Besides, the HM is a participatory approach that accomplishes integration between functional units and elements of the supply chain in order to obtain the desired knowledge to produce new products that meet customers' expectations (Tracey 2004:25). In addition, some scholars offer the views regarding HM as a guidance to apply superior marketing practices to accomplish the required stability, infrastructure development, and consumer preferences, as well as supplying products/services that fulfill customer requirements (Carson, Gilmore et al. 2004:58). As well as, (Kotler, Keller et al. 2016:33) have defined HM as the creation, design, and implementation of marketing programs, processes, and activities that regulate the marketing environment. Finally, in our perspective, the HM is an approach that integrates marketing initiatives that are precisely designed to handle the overlap marketing environment in order to accomplish the firm's and people' goals through the development of products/services that satisfy the customers' requirements.

2.1.1 Importance of the HM

By addressing the concept of HM, it has become simpler to identify its significance in companies by correlating it with all linked parties, suppliers, consumers, etc. In one way or another, the shift of the business concept from marketing to HM is also followed up, and the literature review has revealed that HM may be employed in a range of profitable and unprofitable activities (Dončić, Perić et al. 2015:32). The importance of HM for companies due to a multitude of advantages such as facilitating in the attainment of goals, reducing cost, excellence, enhancing CE, innovation, quality of product, constructing the brand, provides the highest service quality, and supporting in the progress of the company's reputation (Nigam 2011:67). (PURCĂREA and RAȚIU 2009:24) mentioned numerous advantages of the HM such as clarification vision, values, mission, and

objectives, setting a strategic plan, conducting marketing research, selecting target markets and main customers, designing products and services, price data, sales management, and internal marketing. Moreover, HM allows companies to consider how customers will engage with their products/services, website, advertising materials, and so on (PURCĂREA and RAȚIU 2009, Elliott, Lythe et al. 2012:43).

2.1.2 Dimensions of the HM

The (Kotler, Keller et al. 2016:9) model was used to determine the dimensions of the HM and it is as follows:

- a) **Internal Marketing:** A management philosophy that considers the employees as internal customers and external customers such as other organizations as an integrated team working to accomplish the intended goals, while supporting employees' commitment to achieve the goals (Nmegbu and Ogwo 2013:8).
- b) **Performance marketing:** a type of marketing control carried out by the management where it evaluates the procedures that use information in order to maintain or change the marketing destination, which reflects the nature of effectiveness, efficiency, and the company's ability to enhance the necessary performance (Frösén, Tikkanen et al. 2013:6).
- c) **relationship marketing:** a marketing strategy that aims to strengthen relations with employees, customers, and stakeholders while also expanding management understanding of client patterns, attitudes, and a focus on analyzing financial results and estimates sales growth, market orientation, and training (Friberg 2015:37)
- d) **Integrated Marketing:** a marketing strategy that aims to strengthen relations with employees, customers, and stakeholders while also expanding management understanding of client patterns, attitudes, and a focus on analyzing financial results and estimates sales growth, market orientation, and training (Friberg 2015:32).

2.2 Customer experience

With the advancement of people's lives all over the world, and the presence of many factors in terms of lifestyle and individual income, there is a need for the concept of C.E. to arise, so even though people compare all of their dealings to the features supplied by products/services based on previous experiences (Palmer 2010:43). The concept of C.E. derives from a basic principle, which is "the customer," as long as it has been centered on the importance of the customer for his contribution to create value that comes from past experience about designing and the product / service delivery (Frow and Payne 2007:88). There are other ideas connected to (Mascarenhas, Kesavan et al. 2006), including customer experience management, (Frow and Payne 2007:7) as the customer experience, and (Berry, Carbone et al. 2002:10) as the overall customer experience. By (Meyer and Schwager 2007:9), C.E. encompasses all elements of the company's activities, from the quality of customer care rather than the end of advertising, and the continuous interactions of the delivering of the product/service may be more significant than the core product/service itself. The C.E. focuses on three elements, according to (Sheth, Mittal et al. 1999:55) The first is a distinctive stimulus that stimulates an individual's ability. Second, there is content, which encourages people to be aware, and third, there are situational factors during information receipt, which include cultural, social, and personal qualities that substantially impact individuals in

relation to their experience with a product/service. The C.E. is discussed as the actual reaction caused by explicitly or implicitly interactions with the company, which the customer frequently compares to prior deals with the company, especially as he always compares the current experience with past iterations (Meyer and Schwager 2007:66). (Palmer 2010:9) also informs researchers that the C.'s E. focuses on product/service design with anticipated standards of quality, delivery service, and relationship support, and that the experience must be supported with delight, surprise, and excitement. (Cetin and Dincer 2014:8) demonstrates a set of special definitions that he explains in his study and conveys the definition of "Schmitt" that deals with sense, feeling, thinking, implementation, as well as conveying that the C.E. is a comprehensive building that includes cognition, effectiveness, emotion, and physical and social response to the process of dealing with the other party. (McCarthy and Wright 2004:76) described the C.E. as notions that assist you think more critically about the service/product in terms of sensory, emotional, and information content, as well as the time and place of delivery of the service/product. While (Grewal, Levy et al. 2009:67) defines it as a win-win strategy when businesses connect with their consumers, it is a business strategy used to manage the C.E.. (Palmer 2010:4) also cites (Gilmore and Pine 2002:22) who consider the experience as unique, extraordinary, and everlasting. According to (Gentile, Spiller et al. 2007:5), it is the consequence of the company's contacts with consumers and produces interaction between them. Finally, (Grewal, Levy et al. 2009:22) defined customer experience as a set of components that surrounded the customer when he tried the company's service/product, including emotional, sensory aspects, and his social experience that he will share with family and friends, in line with what (Yang and He 2011:65) put forward.

3.2.1 The importance of customer experience:

The article by (Berry, Carbone et al. 2002:4) is introduced by the argument that simply providing the service/product is insufficient; businesses must also give the consumer with a degree of satisfaction and competing within that field. (Lemon and Verhoef 2016:3) discusses the C.E. as an administrative, unique, and primary matter that guides other actions carried out by the company while dealing with customers. Furthermore, it plays an important part in the growth of enterprises because to the tough global competition, which forces every company to provide an advantage to customers in order to expand and exist in this market, as well as focusing on C.E. helps the company achieve what it desires (Gentile, Spiller et al. 2007:41). Generally, the core of C.E. may not be the feature supplied with the service/product, but rather the difference it makes, as well as the time that the customer spends during the experience, in addition to the convenience of use. The relevance of the consumer involves certain specific differences in family size, size, and financial capabilities. Thus, a small family with limited financial resources has a different level of satisfaction than a bigger family with higher income (Meyer and Schwager 2007:31). C.E. engineering is a major approach for attracting consumer attention on the company via transactions and experiences between two parties (Mascarenhas, Kesavan et al. 2006:18). Similarly, (Palmer 2010:29) considers C.E. engineering as one of the primary keys that should be oriented toward the customer since it is essential to pay attention to its emotional components when assessing the performance of the service/product function that leads to the intended outcomes. It is also associated to a set of essential elements such as promotion, price, purchasing, the value chain, and location, all of which have a significant impact on the C.E. (Grewal, Levy et al. 2009:12).

3.2.2 Dimensions of CE

(Yang and He 2011:21) model has been adopted to measure the dimensions of the C.E. which are as follows:

- a) **Sensory Experience:** describes the C.E.'s sense of aesthetic and enjoyment while interacting with the company through its products, services, and atmosphere, when receiving a real or virtual service that might be at the bottom or base of the pyramid when categorized hierarchical order.
- b) **Emotional Experience:** comprises the general mode produced by the client along journey of purchasing the service or product, as concluded by (Yang and He 2011:12) and placed in a relative position between the top and bottom of the pyramid.
- c) **Social Experience:** piece of information that a customer discusses with his community after using a product, which motivates him to share the knowledge with his society. If we place it in a hierarchical order, the social experience would be at the top.

The literature discusses the factors that influence the C.E. The researcher conducted admirably in addressing these factors, which the study considered as independent dimensions within the H.M. in affecting the C.E. That is why we allocated the hypotheses relevant to this research, each of which would have its own section. All of these hypotheses have an impact on the C.E.

3.3 Hypothesis

H1- First hypothesis: internal marketing

(Boukis, Kaminakis et al. 2015:13) has discussed the significance of internal marketing in improving service quality by inspiring and empowering workers. (Nittala and Kameswari 2009:55) shown how to use internal marketing for job satisfaction in order to provide and acquire customer satisfaction. (Kadic-Magljalic, Boso et al. 2018:7) research shown that internal marketing, along with other internal components, is playing an increasing role in achieving customer satisfaction.

H2- the second hypothesis: performance marketing

It seems to that performance marketing has an effect on the E.C., it emphasizes the significance of H.M. with its marketing potential by the group of benefits that provide, for instance —: please and comfort, differentiating, improving the C.E., developing the product quality, as well as it helps to establish a brand, increase the number of customers, providing a high quality, and assisting to improve the reputation (Nigam 2011:31).

H3- Third hypothesis: relationship marketing

(Gilboa, Seger-Guttmann et al. 2019:16) studied marketing factors in relation to connections, which leads to improved C.E. by enhancing personal care of customers and increasing confidence. Also, the social relationship dimension confirms the significance of relationship marketing on the C.E., (Tzokas and Saren 2004:18) illustrates the definition of this

hypothesis: it is a contribution to the series of customer value by accomplishing the aim of marketers by creating direct relationship between employees and external customers.

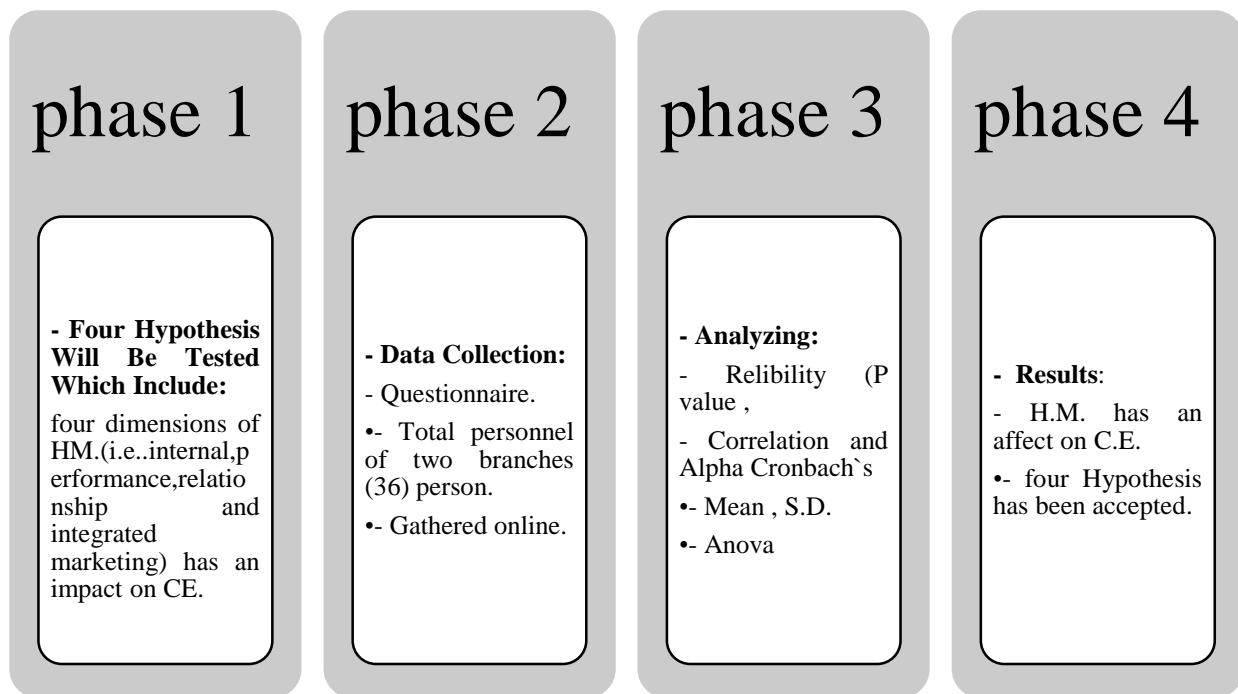
H4- fourth hypothesis: integrated marketing

(Tsai 2005:7) mentioned the role of integrated strategies in improving C.E., such strategies are essential in strengthening the sensory, emotional, social, and intellectual of C.E. in a novel, optimistic, and convenient position for the customer, especially when he deals with the company and his increased expression for these factors associated with all his sensory experiences, which, if finished well, will significantly improve the requisite degree of satisfaction.

3.1. Proposed Method

In this study, the proposed method is consisted of four phases which are started with the hypothesis of the current study, followed by data collection, analyzing and measurement, and end up with results. Figure (1) depicts the general overview of the proposed method. In addition, a deep description of each phase of the proposed method is provided in the following subsections.

Figure (1) Proposed Method



3.1.1. Data collection method:

The data for this study was collected using a survey with a questioner developed to be suitable with the study's purpose. All Korek Telecom personnel in the governorates of Karbala and Mosul, a total of (36) people from a variety administrative level, were covered. The research consisted of closed-ended questions that were delivered online. To collect data, the study

instrument was designed utilizing a five-point Likert scale 1-5 ranging from (1) strongly disagree to (5) strongly agree.

3.1.2. Proposed model:

The main idea of this research is to investigate and discover the influence of H.M. on the C.E. through its dimensions: internal, performance, and integrated marketing. Figure 1 illustrates the research model.

(Figure 2) research model

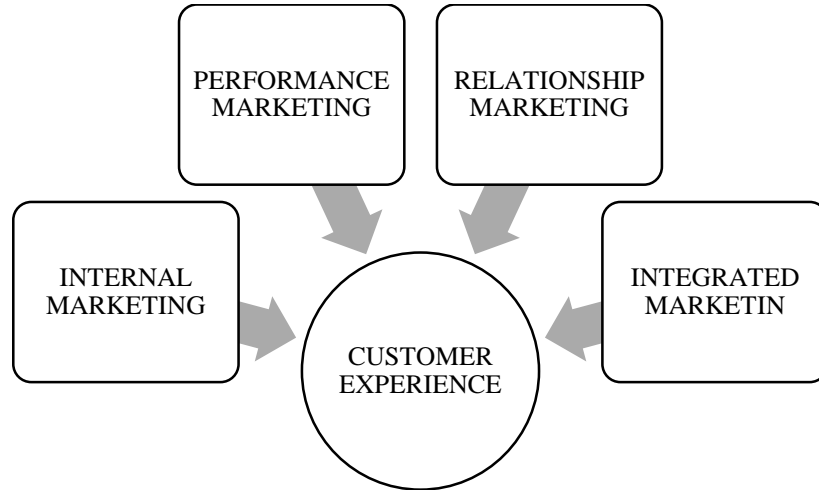


Table 1: The reliability and variables measurement

No.	The dimension and its items	P-value	correlation coefficients	Cronbach`s Alpha
	The internal marketing			.757
	1-Management deals with customer as an internal customer to achieve goals of the company regarding the customer experience.	.000	.783**	
	2- The company treats its employees and customers as one team.	.000	.861**	
	3- The management dealings with customer enhance your commitment to have better customer experience.	.000	.853**	
	Performance marketing:			.739
	1-the management concerned with the procedures related to reverse technology information to keep the company ability to boost the performance.	.000	.756**	

	2- management cares a lot about the characteristics of customer, the quality of their lives, , their purchase ability and using the information to increase the profits and market share.	.000	.717**	
	3-management is always working hard to improve the performance of the employees by education, specialized courses and knowledgeable support.			
	4- management aims to reconsider the administration procedures, improve the performance of the workers and rise the caring for the customer experience.	.000	.866**	
	Relationship marketing:			.709
	1-management follows the method that build a strong relationship with the employees, customer and stakeholders.	.000	.585**	
	2- management constantly reviews the results to understand the attitudes and situations of customer.	.000	.694**	
	3- management also reviews sales figures, sales growth, and market direction to better understanding of customer experiences.	.000	.897**	
	4- management looked with concern to low independence organization and the practice of the workers isn't qualified enough when they dealing with customers	.000	.848**	
	Integrated marketing			.743
	1-the management strives to strengthen the sustainable brand in order to provide better experience for its customers.	.000	.738**	
	2- the management made trends to have extra value for the customer after purchasing the company product\ service such as the free services and the efforts that the	.000	.717**	

	company aims to satisfy the customer and his happiness.			
	3- management uses holistic marketing plans consists of promotion strategies, they use both advertising and marketing tools to provide internal consistency and attract customers.	.000	.822**	
	4- management decided marketing orientation for example promoting offers, advertising in an innovative way and increase the quality level of provided services to attract customers in a way outweigh the competitor's way.	.000	.717**	
	Sensory experience			.670
	1-the customer feels the pleasure of experience when dealing with company.	.000	.615**	
	2- company provide the atmosphere that make customer feels so comfortable and improve the experience level that make him satisfied when dealing by the website or via its branches.	.000	.723**	
	3- the designing of company's offices is attractive and increases the aesthetic of customer experience.	.000	.831**	
	4- the used furniture and the physical environment at the company's offices.	.000	.594**	
	5-the offices of company enjoy with cleanliness that rises the enjoyment of customer during having the product\service.	.000	.674**	
	Emotional experience			.784
	1-company works hard to improve the general mood of the customer during possessing the product or service.	.000	.827**	
	2- the used music in the company's offices is increased the satisfaction of customer and his emotional experience.	.000	.551**	

	3-used lighting is fun and rise the customer comfort when he dealing with company	.000	.705**	
	4- the used signs are clean and provide the necessary information for the customer when he visits the company.	.000	.890**	
	5- the company`s offices are safe, comfortable and quiet.	.000	.793**	
	Social experience			.834
	1- Management seeks to have a good experience for the customer to tell his friends and family about it	.000	.587**	
	2- Customer often recommends his friends and family to deal with company which asserts he was right when he talked about it	.000	.839**	
	3- Company employees deal with customer in a friendly way and they give them the required attention.	.000	.879**	
	4-the product or service delivered urgently and in comfortable way when the customer asks for them.		.809**	
	5-the employees have enough technical information about the service or product.	.000	.783**	

3.2.2. Reliability statistics:

(Table2) – the total Cronbach`s Alpha

	Total items number	Cronbach`s Alpha
	30	.880

(Table 2) shows the reliability of the data of hypotheses test if the value of coefficient Cronbach`s Alpha (.880)

3.3.3. The analysis and result:

3.3.4 The conclusion and its interpretation

(Table 3) statistical description:

NO.	VARIABLES	MEAN	STD. DEVIATION	N
1	Internal marketing	4.851	0.332	36
2	Performance marketing	4.875	0.250	36
3	Relationship marketing	4.909	0.224	36
4	Integrated marketing	4.826	0.285	36
5	Customer experience	4.861	0.158	36

(Table 3) clearly illustrates the descriptive statistical data about the independent and dependent.

According to the statistics given above, the averages of the independent variable dimensions were as follows: internal marketing was 4.85, performance marketing was 4.87, relationships marketing was 4.90, integrated marketing was 4.82, and customer experience was 4.87.

According to the previous and the low value of its standard deviation, it appears that the independent variable dimension has an influence on the dependent variable; the regression impact for the variables has been evaluated to support that impact.

(Table 4) model summary

Model	R	R square	Adjusted R square	Std error the estimate	F change	Df1	Df2	Sig.
1	.615 ^a	.379	.360	0.1270	20.712	1	34	.000

• Predictor: (constant):X

(Table 4) indicates to the value of (R square) was .615, it explains that 61.5% of changes on the model.

(Table 5) ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
1 regression	.334	1	.334	20.712	.000 ^b
Residual	.549	34	.016		
Total	.883	35			

• Predictor: (constant):X

(Table 5) represents ANOVA analysis, it illustrates the model significance, since it has a degree of significance .000, which is less than 0.05. the effect of each dimension of holistic marketing on the customer experience will be shown.

Table 6 – regression coefficient of each dimension of the independent variable.

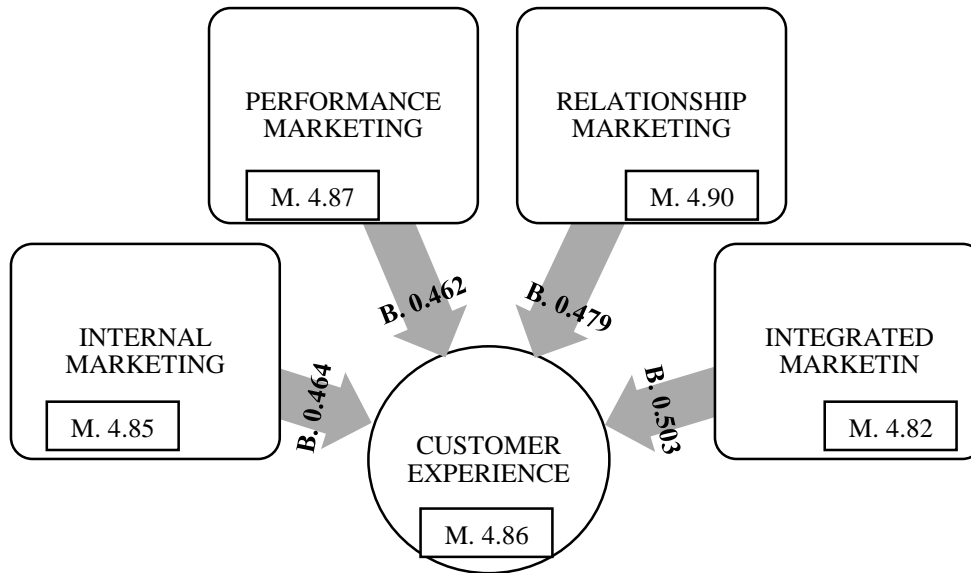
	Beta(standardized)	Sig.
Customer experience<..... Internal experience	0.464	.004
customer experience<..... performance experience	0.462	.005
customer experience<..... relationship marketing	0.479	.003
customer experience<..... integrated experience	0.503	.002

(table 7) the direct and total impact of independent on dependent variable

	Internal experience	Performance marketing	Relationship experience	Integrated marketing
Customer experience	0.464	0.462	0.479	0.503

(Table 6) The significance of all coefficients associated to the variable of H.M. is less than 0.05, following **internal marketing** becomes 0.04 and Beta coefficient 0.464. This evaluates the importance and influence of internal marketing, as well as validates the hypothesis that assumes internal marketing has a positive impact on the C.E., indicating that the hypothesis has been accepted. **The performance marketing** has a significance of 0.05 and a Beta coefficient of 0.462, which validates hypothesis 2's assumption that performance marketing has a positive effect on C.E. As a result, the hypothesis was accepted. **Relationship marketing** has a significance of 0.03 and a beta value of 0.479. This assertion of hypothesis 3 assumes that relationship marketing has a positive impact on C.E., thus the hypothesis has been accepted. Finally, the table shows that **integrated marketing** has a significance of 0.002 and is less than 0.05, as well as a Beta coefficient of 0.503. This validates hypothesis 4's assumption that this type of marketing has a positive influence on the customer experience.

(Figure 2) research model has been tested



*M.= MEAN *B. = BETA

(Table 8) hypothesis testing

No.	Hypothesis	Beta value	Sig. value	Decision
1	Internal marketing has an impact on the customer experience	.464	.004	H1 accepted
2	performance marketing has an impact on the customer experience	.462	.005	H2 accepted
3	relationship marketing has an impact on the customer experience	.479	.003	H3 accepted
4	integrated marketing has an impact on the customer experience	.503	.002	H4 accepted

4. Discussion and conclusion- limitations - future researches

4.1. Discussion and conclusion:

This study investigated the influence of the H.M. on the C.E., including its sensory, emotional, and social experiences, throughout all dimensions (internal, performance, relationship, and integrated marketing). The impacts of H.M. components differed in terms of impact, but it indicated that there is an influence and with statistically significant averages, which matches what many researches have said (PURCĂREA and RAȚIU 2009:21) about the importance of H.M., it also focuses that it is an H.M. strategy that is established by considering in a comprehensive manner, as whenever H.M. strategy is used, the rest of the facets are carefully considered and can provide the company with the opportunity to imagine about how the consumer will engage with

their products, website, advertising materials, and so on. Internal marketing has an impact on the customer's experience, and the current study's findings were supported by (Nittala and Kameswari 2009), as it discussed how to use internal marketing for motivation and job satisfaction in way to serve the customer and obtain their pleasure. Furthermore, according to (Nigam 2011:12), companies that pay attention to marketing performance, which inevitably plays a role in providing the customer with a satisfactory experience that makes him interact with it positively and talk to others about it, which is what our research suggests. The current study concluded that relationship marketing has an influence on C.E. in a way that increases the company's ability to deal with various clients, in furthermore to reach the desired experience for the customer that makes him interactive with his sensory, social experience, as which confirms what came (Gilboa, Seger-Guttmann et al. 2019) that relationship marketing leads to improved customer care and trust. Finally, the study concluded with regard to integrated marketing, which had the greatest influence among the other dimensions due to its contribution to influencing the C.E., This occurs as long as integrated marketing strategies assist to enhance C.E., sensory, emotional, social, and intellectual in a unique, joyful, and easy experience for the consumer (Tsai 2005:22). Consequently, H.M. has an impact on all dimensions of marketing, including internal, performance, relationship, and integrated marketing. This study's hypotheses, H1, H2, H3, and H4, were proved and accepted. The effect of each dimension on enhancing the C.E. differed from other dimensions, confirming the relevance of these dimensions in providing the client with an integrated experience that he feels satisfying and pleasurable.

4.1.2. Recommendations and future research

This study recommends that the elements of H.M. be handled of and the mechanisms of their application managed to improve in order to develop a good C.E. that makes the customer more pleased and comfortable in dealing with the company and also makes him a wonderful marketer who tells others about his fantastic experience, increasing the potential of expanding the circle of customers and improving the company's reputation. In relation to future research, it is essential to expand the research model to incorporate broader factors related to the H.M. variable or the C.E. variable, as well as investigate what the advantage of enhancing the C.E. is. What will be the next step? And what benefit does this have for the company? In order to completely inform about any future investigation, the H.M. model may also be developed to cover larger aspects.

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