

CENOR: a new measure of customer engagement orientation - scale development and invariance across industries

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Cite as:

Żyminkowska Katarzyna, Kowalik Izabela, Pleśniak Agnieszka (2023), CENOR: a new measure of customer engagement orientation - scale development and invariance across industries. *Proceedings of the European Marketing Academy*, 52nd, (114012)

Paper from the 52nd Annual EMAC Conference, Odense/Denmark, May 23-26, 2023



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Abstract

Main goals: Recent studies show that customer engagement is essential to business success, and managers should build engagement-oriented firms. The paper intends to develop and reflect on the theory of customer engagement orientation in marketing and propose its new measurement tool. Research objectives: To develop and empirically test the scale measuring firm's customer engagement orientation (CENOR) and to check how the scale replicates in versatile industries. Research method: The study reports on the construction and validation of the CENOR measure based on a literature review and a quantitative study of firms operating in manufacturing and services markets. Major findings: A reliable and valid CENOR scale is developed, which is invariant across industries. Based on the literature, a seven items scale has been hypothesized; however, a CFA discovers that it consists of 5 items. Originality: The study contributes to the understanding of what actually constitutes a firm customer engagement orientation and suggests its valid and reliable measure. For practitioners, it includes a framework to build a customer engagement-oriented firm.

Subject Areas: *Marketing Strategy, Theory and Philosophy of Marketing*

Track: Marketing Strategy & Theory