

When Service Becomes a Stress Factor



An Exploratory Study into the Phenomenon Consumer Burnout

Its Antecedents and Consequences

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SUPERVISORS:

Associate Professor
Alexander Josiassen
Department of Marketing

Visiting Associate Professor
Dr. Ingo Karpen
Department of Marketing

EXECUTIVE SUMMARY

The benefits of value co-creation in the service experience are well recognized among practitioners and academics. However, little is known about the negative sides of co-creation for customers. Since, the customer's role has changed from passive to that of actively co-creating service experiences it is proposed that the demands on the customer, stemming from the service interactions, are equal to that of work. While in an organizational context, work have been shown in research, for the past 60 years, to have a negative consequence for some employees, creating a state of burnout. The phenomenon *burnout* has previously not been investigated in the context of consumers. Nevertheless, in this exploratory study founded on Service-Dominant logic, employee burnout research, and engagement literature it is proposed that the co-creating service experience might be perceived as work for the consumer. Thus leading to customers experiencing burnout toward a company because of their role in the service experience. In an attempt of establishing this new construct, *consumer burnout*, the study proposes a conceptual model of consumer burnout trying to determine its possible antecedents and consequences. The model is developed through an extensive literature review of relevant literature and research. The aim of the study is to explore why consumer burnout occur, by testing the conjectured hypotheses build upon the conceptual model. Role clarity, self-efficacy, and customer participation are tested as possible predictors, while customer satisfaction and engagement are investigated in term of outcomes. Word-of-mouth communication and intentions toward future co-creation are also included in the conceptual model, in order to see how burnout might impact these behavioral manifestations. The research undertaken is that of a deductive nature, founded on quantitative primary data gathered for the sole purpose of conducting research into this newly emerging concept. The findings indicate that burnout do occur in the context of consumers, however not all of the associations suggested in the model were shown to be significant. Thus, leaving room for future research to investigate the concept further in terms of predictors. By conceptualizing the concept, it can potentially help managers to prevent and deal with consumer burnout.

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INTRODUCTION

Today's interconnected and dynamic world has changed the role of the consumer from passive recipients to active co-creators of value. These days the customer is more informed and educated, more selective and demanding and has a greater capacity of choice (Vega-Vazquez, Revilla-Camacho, & Cossío-Silva, 2013). The emergence of the Web 2.0 has had a huge influence on the way organizations interact with their consumers. The consumers are more enlightened and seek more information than previously. Their demands for the companies have heightened in congruence with the development of social media platforms (e.g., Facebook, Twitter, Instagram, etc.). The online environment provides numerous venues for consumers to share their views, preferences, or experiences with others, as well as opportunities for firms to take advantage of word-of-mouth marketing (Hennig-Thurau, et al., 2010). The new "consumer 2.0", demands a greater value generation from firms, which has made customer value creation more necessary than ever for organizations. This development has threatened the traditional marketing system established on a goods perspective, and given rise to a new improved marketing logic, grounded on a service perspective, known as the Service-Dominant logic. In this logic, which is worldwide recognized and embraced by scholars (Lusch & Vargo, 2011) a company is no longer a provider of value via their products and services. Essentially, what is driving the economic activity is service (Vargo & Lusch, 2008a). The overall focus is on servicing experiences, where service means assisting actors in the in the service interaction in achieving mutual betterment (Karpen, Bove, & Lukas, 2012). The focus has shifted from a goods perspective to a service perspective, from something tangible to intangible, from operand to operant resources. Service-Dominant logic highlights the co-creative nature of exchange processes, where companies cannot provide value per se to customers but only offer resources and capabilities that customers interact with and integrate into their value creation processes to achieve desired outcomes (Rahman, Karpen, Reid, & Yuksel, 2015). In other words, it is based on the premise that firms do not deliver value, rather they work out value propositions (Vega-Vazquez et al., 2013). In S-D logic, it is the customers themselves who, individually, create value through the usage or consumption of the products and services,

essentially they are always co-creators of their value, a value that is always unique, and individually determined.

The rise of the new media has also created extensive opportunities for companies to introduce new business models. In the new world of user-generated content, customer-company interaction is more important than ever.

Contemporary thinking in many domains suggests that the roles of customer and seller are becoming increasingly blurred: the customers are participating in the content creation and product development; support each other in product use, and promote products, services, and brands to other customers (Jaakkola & Alexander, 2014). Customers are actively engaging in value co-creation, either by serving themselves or by cooperating with service providers (Dong, Evans, & Zou, 2008). Consequently, there is a substantial interest in the potential to engage customers in co-creation activities to enhance business performance or customer value (Prahalad & Ramaswamy, 2004). Encouraging customers to become value co-creators is considered the next frontier in competitive effectiveness (Dong, et al., 2008). Hence from a strategic perspective, firms co-create experiences with a customer within a network of actors, and firms need to facilitate and enhance the interactions for the betterment of the involved parties (Karpen, et al., 2012). Value co-creation is then considered to be a way of increasing value for both customers and service suppliers (Vargo & Lusch, 2004), where the role of the customer is central to carrying out a series of activities to achieve a particular goal (Payne, Storbacka, & Frow, 2008). Principally, value co-creation is the essence of service, thus proposing that involvement in a service experience is always that of a co-creating nature.

Co-creation has, so far, been viewed as the new "wunderkind" in the school of marketing. The opportunities stemming from co-creation sounds like a never-ending love story between company and consumer, where both parties gain something positive from the interaction. Most research has focused on that co-creation is a positive concept. However, this resonates poorly with experiences that we all have had as consumers. Nevertheless, there is very limited research that attempts to investigate the potential negative effects of co-creation. Co-creation of value occurs in the interaction between actors of the service system, where the customer always

individually determines value. It is argued that customers who do not have the appropriate resources (i.e., operant resources: knowledge and skills) for encounters with the organization might be less willing to cooperate with the frontline employees, give suggestions for service improvement, or help other customers within the organization. Fundamental to the service-centered view, is the argument that operant resources are the most important resources for the co-creation of value during interactions between providers and customers (Lusch, Vargo, & O'Brien, 2007). Moreover, the same goes for customers who do not feel confident for encounters with the organization. It is not inconceivable that a lack of confidence for encounters with the organization also reduces their willingness to spread positive word-of-mouth communication (Verleye, Gemmel, & Rangarajan, 2014), and even possible decrease their intentions toward future co-creation with the company. Since the role of the consumer has changed from a non-interactive, passive recipient of value to a highly interactive co-creator of value, there is a potential for the consumer to experience role stress on the background on their participation in the value creating process. Role stress occurs because of the role that an actor assumes based on the expectation of the self and others (e.g., in an organization). Previous research on role stress has been conducted on the background of an organizational context (Ackfeldt & Malhotra, 2013).

According to the literature on the matter, chronic role stress can eventually lead to burnout (Goolsby, 1992; Ackfeldt & Malhotra, 2013). The word, *burnout* is commonly used as a metaphor to describe a state of mental weariness (Schaufeli & Bakker, 2004), and has been an important social issue for many years, with an increasing number of people from various disciplines conducting research to get a grasp of the phenomenon. During the past 50 years, burnout has attracted the attention of researchers, practitioners and the general public almost anywhere around the globe, so it is clear that burnout has global significance. According to the journal *Burnout Research*¹, the number of publications has been increasing dramatically; over a 1000 articles on some aspect of burnout are being published every year, in over 100

¹ Burnout Research is a peer-reviewed journal designed to bring a greater integration and coherence to the burnout field by acting as a central publishing venue that has a broad global accessibility. Editors-in-Chief consist of Christina Maslach and Michael P. Leiter, both of whom are well known within the field of burnout research.

journals around the world (Maslach & Leiter, 2014). Historically, burnout began as a “people-oriented” job phenomenon and was considered exclusively in the realm of service occupations such as health care, education and other jobs with high face-to-face contact (Maslach & Leiter, 1997). Over time, the context of burnout was expanded to include any job field under which a person could experience burnout regardless of contact with others (Leon, Halbesleben, & Paustian-Underdahl, 2015). Several researchers have investigated the phenomenon of burnout. As previously mentioned only in an organizational context (i.e., job-/employee burnout) (Wolpin, Burke, & Greenglass, 1991; Goolsby, 1992; Dunford, Boss, Shipp, Angermeier, & Boss, 2012; Cole, Walter, Bedeian, & O'Boyle, 2012). Only during the past decade, research has been undertaken to investigate the burnout phenomenon among students (Reis, Xanthopolou, & Tsaousis, 2015). Proposing that the activities students are involved in as well as the characteristics of the tasks they have to fulfill greatly resembles those of numerous occupations (e.g., students have to attend classes and to achieve specific goals, such as passing exams). Thus, it is likely that students also feel exhausted and may develop an attitude of withdrawal concerning their studies (Schaufeli & Taris, 2005). Transferring this perspective to that of a consumer context, as previously mentioned the role of the consumer has become that of an active participant in the value creation process during the service experience, and, therefore, proposing that consumers also find themselves involved in activities that resemble that of work. Customers now need to work to achieve specific goals. Hence, making the service experience that of a stress factor. Schaufeli et al. (2009) have argued that burnout is a relevant construct that likely would increase in relevance as demands on workers increased. Elaborating on these findings, the argument that since the demands of consumers have increased, it is plausible that burnout is a construct that is likely to occur in a consumer context. Thus, the role of the active consumer can be regarded as work. In this case, with the emerging marketing paradigm and school of thought, S-D logic, consumers find themselves working in interaction with companies to achieve value. Following the notion that an interaction between a company and its consumer can be regarded as work for the consumer, where the “payment” is equal to the value that the consumer receives from the interaction. On this background, it is argued that value co-creation can be experienced as work for the consumer, and requires

engagement and willingness to participate in the interaction with the aim of achieving mutual long-term betterment.

If the consumer has to work more to receive the expected value or engage in co-creation activities, it might be perceived as an inequity in social exchange of value, which potentially can lead to burnout for the consumer. It is argued that co-creation have the potential to damage the equity in the relationship between customer and company. For example, if customers view co-creation as an attempt by the company to exploit them as unpaid employees, they may believe that rather than co-creating the value with an employee, they are performing the work in place of the employee (Roggeveen, Tsiros, & Grewal, 2012).

In a situation with too much work (i.e., co-creation activities) required by the company, certain factors might be perceived as stressors regarding the consumers role clarity, participation among others and eventually might lead to burnout. Which in turn might lead to a substantial organizational and individual loss of value creation. Previous research also implies that as the amount of time doing chores (i.e., work) increases, perceptions of unfairness increases. Similarly, if customers view co-creation as a chore that requires them to do work for the company, they likely consider it unfair and lower their evaluations (i.e., their satisfaction)(Roggeveen, et al., 2012). Research on job burnout shows that there is a correlation between job burnout and job satisfaction (decrease), among others organizational commitment and performance. Thus, it is not unimaginable that the same relationship will occur in the context of consumer burnout. In this context, it is significant to recognize the potential for damaged equity in the customer-company relationship that is if the service experience is perceived as an unfair workload for the customer. Thus resulting in customers who are burnout from the co-creating service experience. This thesis abides by the notion that co-creation during the service experience might be perceived as work for the consumer. Co-creation is dealt with implicitly in the context of the empirical study undertaken, and forms the basis of which everything is analyzed upon since it is stated in S-D logic that all economies are service economies. Where service is viewed to generate specific customer benefits through the co-creation of value with other actors in specific service relationships by virtue of focal

interactions or interactive experiences (Brodie, Hollebeek, Juric, & Ilic, 2011). Furthermore, it is stated that the customer is always a co-creator of value (Vargo & Lusch, 2008a). An exploration is therefore called upon for a better understanding of consumer-related burnout implicitly in relations to co-creation, its possible antecedents, and consequences. This thesis attempts to bridge the gap in the literature by inferring a theoretical basis for the phenomenon of consumer burnout from the literature on employee/job burnout, Service-Dominant logic, and customer engagement behavior.

The proposed hypotheses aim to elucidate the mechanisms by which a potential state of burnout may develop among consumers in today's societies co-creative service experiences. The term *consumer burnout* is conceptualized in this thesis as a psychological process that potentially occurs in the interaction between actors of a service network (i.e., between firm and consumer).

The proposed model of consumer burnout has been developed in the context of the telecommunication, insurance and the airline industry in Switzerland, with no reference to specific brands within the sectors. The model aims at providing a generalized process of consumer burnout, and, therefore, it is argued to have a potential application to a range of other service industries. However, it is duly noted that countries differ in their culture, and what might be experienced in one country does not necessarily apply in another country.

The intent of the proposed model of consumer burnout is to illuminate the concept and give aim to further research in the theoretical field. In the same time to also provide management with a model that demonstrates the necessity of moving beyond merely thinking of (value-) co-creation as a positive force to looking at the potential negative sides of this marketing "wunderkind."

The study undertaken aims at contributing to the newly emergent domain of consumer burnout and its impending relationship with the field of co-creation by combining theoretical perspectives drawn from Service-Dominant Logic, Customer Engagement, and Employee Burnout literature/research.

The main contribution is to conceptualize consumer burnout, formulated and tested by a set of proposed hypotheses.

Empirically, the thesis provides a new perspective on the burnout literature, as it studies burnout in a consumer context and not in an organizational environment as previous research on the subject of burnout.

Problem Statement

The purpose of the study is to formulate and investigate the construct *consumer burnout* based on the foundation of Service-Dominant logic, more explicitly co-creation of value as part of the service experience. It takes into consideration the possible predictors and outcomes of the construct, based on the notion that co-creation can be regarded as work for the consumer. The following research is conducted to investigate if consumer burnout essentially occurs as a probable consequence of the interaction between actors within a service network. The purpose is to seek an explanation on the following research question:

Why does consumer burnout occur? The possible antecedents and consequences of the phenomenon.

The thesis is organized as follows. First, the relevant literature on the subjects will be presented. The conceptual thinking of Service-Dominant logic and burnout theory will be applied to propose the hypotheses that are to be tested. The thesis continues by outlining the methodological approach for the study and the research conducted. The subsequent section reports the study findings, followed by a discussion of the theoretical and practical implications.

Please note that the following words will be used interchangeably throughout the thesis: Antecedent/Predictor; Consequence/Outcome; Company/Firm/Organization; Participation/Involvement; Value co-creation/Co-creation/Co-production; Service experience/Service interaction. There will be made no distinction between any differences in definitions made in other research.

LITERATURE REVIEW

The literature introduced in this section will provide the reader with an overview of important elements in the field of burnout research and co-creation literature. The theories applied are subjectively chosen from the rationale that they all contribute and support the further understanding of the researched.

Service-Dominant Logic

The evolution of a new dominant logic

Vargo and Lusch first introduced the term Service-Dominant Logic in their 2004 article “Evolving to a new Dominant Logic for Marketing”. Proposing a revised logic focused on intangible resources, the co-creation of value, and relationships challenging the previously dominant logic based on the exchange of goods (i.e., Goods-Dominant Logic) where tangible resources, embedded value, and transactions where the cornerstones of marketing (Vargo & Lusch, 2004). The essence of Goods-Dominant (G-D) logic is that economic exchange is fundamentally concerned with units of output (i.e., products) that are embedded with value during the manufacturing process (Vargo & Lusch, 2008b). Suppliers produced goods and services, and customers purchased goods and services (Payne et al., 2008). In contrast to this view, the essence of Service-Dominant (S-D) logic is the notion of creating superior value in conjunction with, rather than for customers (Karpen, Bove, & Lukas, 2012). It emphasizes that value is; (1) co-created by customers, firms, and other actors. (2) assessed by actors in context; and (3) the outcome of the actors' activities and interactions during, while resources are integrated and used (Skålén, Gummerus, von Koskull, & Magnusson, 2015).

The Marketing Shift

The traditional conception of the market system is largely based on a goods perspective, where passive consumers only get involved with the company at the point of exchange. When formal marketing was developed in the early 1900s, it was about taking good and services from producer “to market” (Lusch, Vargo, & O'Brien, 2007). From the 1950s and forward, marketing was focused on management of customers and markets, the “market to” logic. Where the customer is segmented,

targeted, promoted to, distributed to, captured, and then enticed to continue to purchase from the seller using promotional programs, based on the underlying notion of value distribution (Lusch et al., 2007). The market was the locus of exchange where a firm trades goods and services with the consumer. Implicit in this view, according to Prahalad and Ramaswamy (2004), is a critical assumption that firms can act autonomously in designing products, developing production processes, crafting marketing messages, and controlling sales channels with little or no interference from or interaction with consumers. Value, in the eyes of G-D logic, is something that is delivered to the customer by the firm, a “value delivering system” involving the firm choosing, providing and communicating the value to the consumers (Skålén, et al., 2015). This traditional one-way view, nonetheless, has been challenged the past decades by the emergence of the connected, informed, empowered, and active consumer. Today, customers can engage in dialog with suppliers during each stage of product design and product delivery (Payne, et al., 2008). Therefore the need for a newly revised logic to explain the factors of the evolving market system. Lusch et al. (2007) argue that after roughly 60 years of the "market to" concept (i.e., G-D logic) there has been a shift in focus to collaboration with customers and partners to produce and sustain value, what they call the "market with" orientation. Where superior value co-creation replaces the more prevalent one of superior value provision as the cornerstone of business strategy (Karpen et al., 2012). It is argued that S-D logic has changed the view of company-customer communication (Payne, et al., 2008) from one-way to open dialog between company and the customer in order to jointly create the value (Grissemann & Stokburger-Sauer, 2012).

Vargo and Lusch (2004) were the first to establish that the focus shifted away from tangibles and toward intangibles (i.e., from a G-D perspective to an S-D perspective). Attention used to remain focused on products, the units of outputs, what S-D Logic classifies as operand resources (Vargo et al., 2007). Operand resources are static, usually tangible resources that require something to be done to them to be useful (Vargo & Lusch, 2008b). In contrast, S-D logic advocates viewing the customer as an operant resource, a resource that is capable of acting on other resources. A collaborative partner who is actively co-creating value with the firm and promotes a

"market with" philosophy. Operant resources are largely intangible, dynamic resources that can produce effects (e.g., core competencies like knowledge and skills) (Vargo & Lusch, 2004). This represents a shift from the exchange of tangible goods to the exchange of intangibles such as skills, knowledge, and processes (Payne, Storbacka, Frow, & Knox, 2009). One of the distinctive features of S-D logic, in contrast to G-D logic, is that of operant resources. All customers, employees, and organizations are all potential operant resources, which are endogenous to both the exchange and the value-creation. Consumers act as resource integrators (Lusch & Vargo, 2006) when they use their competence, tools, raw materials, and sometimes professional services to produce maintenance services, entertainment, meals, etc. for themselves (Xie, Bagozzi, & Troye, 2008). It is the operant resources, knowledge and skills, which are the source of value creation (Vargo & Lusch, 2008b). In S-D logic customer inputs (i.e., the operant resources) is a necessary and sufficient condition (Grissemann & Stokburger-Sauer, 2012). The application of operant resources is what Vargo and Lusch call "service." Which is the first of the foundational premises of S-D logic (i.e., FP1: *Service is the fundamental basis of exchange*) Value creation should be viewed upon as an interactive process occurring at the intersection of the provider and the beneficiary's operant resources. Value formation has been proposed by Echeverri and Skålén (2011) to be either non-interactive (G-D logic) or interactive (S-D logic). According to Vargo and Lusch (2008b), no value is created until the benefit is realized. The service-based logic highlights that value is not what is inherent in or added to a product, but what customers get out of a product (Karpen et al., 2012), in this case, the benefit as Vargo and Lusch are referring too. Firms are now merely providers of value propositions, and can be defined as "invitations from actors to one another to engage in service" (Chandler & Lusch, 2015, p. 8). In the way that value propositions invite actors to service one another in order to attain value, whether its economic, financial, or social, or a combination of those (Emerson, 2003).

The Co-Creation of Value – a foundational premise of S-D Logic

The customer as a co-creator of value is central to S-D logic and is one of the foundational premises (FPs), which the logic is built upon. The FPs is not a set of rules. However they represent a developing and collaborative effort to create a better

marketing-grounded understanding of value and exchange (Payne et al., 2008). There are ten foundational premises that have, over the years, been modified and some added for a clearer understanding of the mindset that is Service-Dominant Logic, the full list of premises are shown in Table 1. Vargo and Lusch (2008a) argue that S-D logic is not a theory; rather it should be viewed upon as a lens through which to look at social and economic exchange phenomena so that they potentially can be seen more clearly. According to Karpen et al. (2012), S-D logic can be categorized as a thinking framework at a pre-theoretic stage that conceptualizes business exchanges from a service-based perspective.

Table 1 Service-Dominant Logic Foundational Premises

FPs	
FP1	Service is the fundamental basis of exchange
FP2	Indirect exchange masks the fundamental basis of exchange
FP3	Good are a distribution mechanism for service provision
FP4	Operant resources are the fundamental source of competitive advantage
FP5	All economies are service economies
FP6	The customer is always a co-creator of value
FP7	The enterprise cannot deliver value, but only offer value propositions
FP8	A service-centered view is inherently customer oriented and relational
FP9	All social and economic actors are resource integrators
FP10	Value is always uniquely and phenomenologically determined by the beneficiary

(Vargo & Lusch, 2008a)

The co-creation aspect of S-D logic is the foundational premise that significantly has achieved the most attention throughout the literature. Overall, there is a substantial agreement that co-creation principally refers to joint value creation by the firm and the customer (Skålén et al., 2015). FP6 states "The customer is always a co-creator of value" (Vargo & Lusch, 2008a). Originally formulated in the first publication of the foundational premises in Vargo and Lusch (2004) 'Evolving to a New Dominant Logic for Marketing', as "The customer is always a co-producer". The modified version of

this premises were a reaction from the authors in order to meet wording criticism from several peers. Lusch and Vargo (2006) reason that co-production implies making something, a unit of output, and, therefore, a term in line with G-D logic. Nonetheless, there are two components of value co-creation. The first is value-in-use, which implies that "value can only be created with and determined by the user in the 'consumption' process and through use" (Lusch & Vargo, 2006, p. 284). The second component is the co-production, involving "... the participation in the creation of the core offering itself. It can occur through shared inventiveness, co-design, or shared production of related goods, and can occur with customers and any other partner in the value network". To avoid further criticism against the explanation of the components, Lusch and Vargo (2006) makes the argument that co-creation of value and co-production both make the consumer endogenous and, therefore, they are both different from the production concepts associated with G-D logic.

Overall co-creation is about joint creation of value by the company and the customer. In this, perspective, goods are merely "intermediate products that are used by other operant resources (customers) as appliances in value creation processes" (Vargo & Lusch, 2004; Xie et al., 2008). Existing literature considers value a jointly created phenomenon that emerges in the interaction, through the integration of resources (Grönroos & Voima, 2012; Vargo & Lusch, 2008a). The core of it concerns high-quality interactions that enable an individual customer to co-create unique experiences with the company (Prahalad & Ramaswamy, 2004). Co-creation of value occurs through personalized interactions based on how each individual wants to interact with the company. It is moreover, emphasized that value co-creation takes place in the context of complex and dynamic network structures, or service systems (Edvardsson, Tronvoll, & Gruber, 2011). A service system is here defined as a value creation configuration comprising the exchange parties (i.e., providers and customers) and the actors in their network that indirectly influence value co-creation. Additionally, value is a subjectively perceived phenomenon, and always ultimately individually determined (Karpen et al., 2012; Vargo et al., 2007). Hence, the need to move away from dictating value toward assisting and facilitating customers in co-constructing and engaging in superior experiences. Since value is created in the interaction between the company and consumer, value can then be regarded as a social construction, which means it

only exists in the relationships between company and consumer. It occurs within a social environment, is formed by social actors, and reproduced in social structures of the value network (Karpen, et al., 2012). Nevertheless, it is important to state that co-creation is not, as Prahalad and Ramaswamy (2004) notes, the transfer or outsourcing of activities to customers. Nor is it a customization of products and services. It is proposed that these misunderstandings of the co-creation term are what the customer potentially feel in the service experience, that is that they are being used as a partial employee. Co-creation involves the co-creation of value through personalized interactions based on how each individual wants to interact with the company. More directly, co-creation sets the attention solely on the consumer-company interaction as the locus of value creation (Prahalad & Ramaswamy, 2004). Interactivity and doing things with the customer versus doing things to the customer is the trademark of S-D logic (Vargo et al., 2007). Since co-creation activities require customer investments in terms of skills, time, money, and psychological efforts (Hoyer, Chandy, Dorotic, Krafft, & Singh, 2010), customers compare the potential benefits and costs of co-creation activities (Grissemann & Stokburger-Sauer, 2012). In addition to this, it can be anticipated that the value customers derive from co-creation activities are driven by their assessment of how much of the process' success can be ascribed to themselves. Thus, the value a customer attaches to a product/service is expected to be higher for customers who are more satisfied with their own co-creation performance than those who are less satisfied (Grissemann & Stokburger-Sauer, 2012).

Whereas current literature emphasizes the positive consequences of co-creation, there is a lack of research investigating the possible negative sides of co-creation or, in general, criticizing the logic. O'Shaughnessy and O'Shaughnessy (2009) wrote an article to demonstrate that Vargo and Lusch's Service-Dominant perspective should neither be regarded as logically sound nor as a perspective to displace others in marketing. Their argumentation for this was founded on the notion that S-D logic is too broad to have much operational meaning, and serves as an original criticism of the service-dominant logic perspective. However, Lusch and Vargo (2011) responded to the criticism on behalf of themselves and the worldwide community of scholars

that already embraced S-D logic, calling the arguments of O'Shaughnessy and O'Shaughnessy fallacious, and with the only intent to try to prevent marketing scholars from adopting, advocating, and supporting service-dominant logic. In 2010, it was argued that the interaction between actors in the service systems can not only lead to co-creation of value but also what was introduced as "co-destruction of value." The term can be defined as "an interactional process between services systems that results in a decline in at least one of the systems' well-being" (Plé & Cáceres, 2010). The conceptualization of this term was not so much intended as a criticism towards S-D logic, more as an exploratory study in order to propose value co-destruction as a new concept, which should be adapted to the S-D logic framework according to the authors. The concept of value co-destruction shows that there are two dimensions of the interactive value formation process. A lack of focus on negative accounts brought the concept to life since value co-creation is clearly not only linked to positive outcomes (Echeverri & Skålén, 2011). Fisher and Smith (2011) expressed their concern about co-creation in their paper "Co-creation is Chaotic..." investigating co-creation from the consumers' experiences of co-creation and found that the interactive relationship is very different from the balanced, controlled process depicted in previous research. Articulating the need for further research on co-creation from the customers' perspective. In line with this Grönroos and Voima (2012) highlights that the current marketing terminology (e.g., service offering, value proposition) implies the firm's dominant position in value creation. Yet, the literature on S-D logic stresses that service, ultimately must be experienced by the customer, and, therefore, research on the consumer perspective is needed in order to aid organizations to fully apply co-creative actions. Most recently, Heidenreich et al. (2015) have attempted to explore the potential risks of co-created service. Specifically, they examine the implications of customer co-creation in service failure episodes. Since customers invest considerable time and effort in co-creation, they might feel an augmented disappointment when the co-created service delivery fails. And goes on arguing since customer devote comprehensive engagement to co-created services; they are more likely to formulate higher-quality expectations of the service provision (Heidenreich, Wittkowski, Handrich, & Falk, 2015). While this is not a direct criticism of S-D logic and co-creation in general, it demonstrates that there might be several overlooked areas in which co-

creation is not only a positive force. Research on the so-called "dark side" of customer co-creation (i.e., the consequences of failed co-created services) lacks in order to fully understand and utilize service-dominant logic as the new marketing rationale.

Burnout

With the aim of converting burnout to a consumer context, it is essential to get a deeper understanding of the phenomenon "burnout", by reviewing the history and theories behind the term (job-) burnout.

The Phenomenon "Burnout."

Over the past decades, several researchers have elucidated the concept of burnout on the basis of organizational life (Schaufeli, Leiter, & Maslach, 2009; Halbesleben & Buckley, 2004). The term began to appear in the 1970s in the United States, with a focus on people working in the human services field (Maslach, Schaufeli, & Leiter, 2001). Independently from each other, a clinical psychologist Herbert Freudenberger (1974) and a researcher Christina Maslach (1976) identified the construct of burnout and began to write about this previously unrecognized phenomenon (Maslach, Leiter, & Jackson, 2012). Burnout as a phenomenon was at the beginning regarded as a very slippery concept; no standard definition was agreed upon. Depending on the situation and people asked, it was used to symbolize different things (Maslach & Goldberg, 1998). However both then and now, burnout has been a concept that is grounded in a common experience among people (Schaufeli et al., 2009). From the common experience, recognized in the initial research of burnout, arose an underlying consensus about three core dimensions that defines the burnout experience, according to Maslach and Goldberg (1998).

Departing in a description of key characteristics of burnout, Maslach (1982) defines burnout as "a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do "people work" of some kind" (Maslach, 1982, p. 3). The dictionary defines the verb "to burn out" as to fail, wear out, or become exhausted by making excessive demands on energy, strength, or resources (Schaufeli & Enzmann, 1998). The characteristics of burnout

have been depicted as an overwhelming exhaustion, feelings of frustration, anger, cynicism, and a sense of ineffectiveness and failure (Maslach & Goldberg, 1998). Feelings of fatigue and exhaustion should be considered the central features of the concept of burnout (Kristensen, Borritz, Villadsen, & Christensen, 2005). Additionally, Schaufeli & Greenglass (2001, p. 501) suggests that burnout can be defined as "...a state of physical, emotional and mental exhaustion that results from long-term involvement in work situations that are emotionally demanding." This characterization is nearly indistinguishable from the definition advocated by Pines and Aronson (1988; Kristensen, et al., 2005) saying that burnout is a state of physical and emotional exhaustion caused by long-term involvement in situations that are emotionally demanding. Agreeing with several researchers, the common experience of burnout can be considered as some form of emotional exhaustion resulting from perceived stressors that affects the role of the individual in the given situation. Reactions to role stress can, according to Goolsby (1992), lead to the development of burnout, and goes on stating that burnout should not be regarded as a single state of mind. Rather it is a process, a systematic sequence of maladies that can result from chronic role stress and emotional pressure. Role stress is in this context to be viewed upon as a stress experienced by people because of their role in for example an organization. Henceforth, when discussing the term burnout, this paper will abide by the following overall definition that burnout is a form of exhaustion that can be measured generally or in connection with particular work aspects (Shirom, 2005). This conceptualization of burnout is chosen since it captures the core of the burnout experience without labeling it to a certain type of "work". Work should here be regarded in a broader context, following the Cambridge Dictionaries' ((Def. A1), n.d.) definition of work: "an activity that a person uses physical or mental effort to do" (i.e., usually for money, but not necessarily.)

Researchers of burnout more or less agree on the importance of the first dimension of burnout, albeit varying in the emphasis put on the two other dimensions depending on the field of research, and it is, therefore, necessary to note that burnout is not just fatigue and exhaustion. The following subsection will thus clarify the three dimensions of burnout.

Three Dimensions of Burnout

The three following aspects/dimensions of burnout have been the focus of numerous research studies investigating the antecedents and consequences of burnout during the past decades. (Leiter & Maslach, 1988) It is, therefore, necessary to clarify these dimensions for the reader since it will generate a greater understanding of the construct of burnout.

Emotional Exhaustion

The first dimension of burnout, emotional exhaustion, refers to a depletion of emotional resources (Halbesleben & Buckley, 2004). According to Rutherford et al. (2011), it is characterized by feelings of helplessness, feelings of a lack of accomplishment, decreases in self-esteem, and the development of negative attitudes towards themselves and their surroundings (i.e., in an organizational context). Emotional exhaustion is a representation of the basic individual stress dimension of burnout, (Maslach et al., 2001) and captures the essence of burnout, feelings of being drained of sensation with no energy left (Goolsby, 1992). Metaphorically speaking, the empty battery is the best picture capturing what burnout is.

Depersonalization

Depersonalization, the second dimension, also known as cynicism throughout the burnout literature, can be described as a detachment from the organization and clients as individuals (Rutherford, Hamwi, Friend, & Hartmann, 2011).

Depersonalization often occurs in response to the aforementioned first dimension of burnout (Halbesleben & Buckley, 2004). Maslach et al. (2001) explain that depersonalization, (or proposed as cynicism in later articles) is an attempt to put distance between oneself and service recipients by actively ignoring the qualities that make them unique and engaging people. This component represents the interpersonal context dimension of burnout (Maslach et al., 2001).

Reduced Personal Accomplishment

Reduced personal accomplishment, commonly referred to as inefficacy in recent research, is described as feelings of competence and successful achievements in one's work with people (Rutherford et al., 2011). It is a representation of the self-evaluation dimension of burnout according to Maslach et al. (2001) People that experience low levels of personal accomplishment, or high levels of reduced personal

accomplishment, are characterized by attributions of inefficacy, reduced motivation, and low self-esteem.

Though, it is important to note that this dimension is independent of emotional exhaustion and depersonalization in the way that these first two dimensions of burnout are negative, and personal accomplishment is not (Rutherford et al., 2011).

Building on these dimensions, consumer burnout is defined as a phenomenon that is characterized by feelings of emotional exhaustion due to the demands of the consumer in the service experience, an attitude of withdrawal from the company and its employees, and the experience of unsuccessful achievements.

Burnout Measurement Scale

Several scales have been proposed and tested by different researcher to investigate and measure the dimensions of the phenomenon burnout. In the following paragraph, some of the relevant measurement tools of burnout will briefly be presented.

MBI

Introduced as the original burnout scale, the Maslach Burnout Inventory (MBI) has clearly been dominating the field. More than 90 percent of all empirical research conducted on burnout has applied the MBI (Kristensen, et al., 2005). Maslach and her colleagues, through extensive in-depth interviews, developed the MBI scale with the aim of assessing burnout as a multidimensional construct that went beyond mere exhaustion (Schaufeli, et al., 2009). Initially developed to measure burnout in the field of human services, but later on redefined for use in all occupations, the so-called Maslach Burnout Inventory-General Survey (MBI-GS) (Maslach, et al., 2012). Within the MBI model, burnout is viewed as work-related chronic stress syndrome made up by the three dimensions. The MBI is composed of Likert-type items that assess the three distinct components of burnout, namely emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001). High levels of emotional exhaustion and depersonalization and low levels of personal accomplishment are the characteristics of burnout. In the most recent version the MBI-GS, these three dimensions have been expanded to exhaustion, cynicism, and inefficacy (Maslach, et al., 2012). Where cynicism refers to a distant and callous

attitude towards one's job and especially the people with whom one interacts when working (e.g., students, clients, patients).

The MBI has been criticized for having monopoly status in the field (Kristensen, et al., 2005), resulting in a narrow-minded view of what burnout is, by aligning MBI and burnout as one and the same. Other critical views on the MBI construct, is directed towards the phrasing of the items in the three subscales. Stating that they are all phrased in the same direction; the exhaustion and depersonalization scales are all worded negatively, and the personal accomplishment scale is worded positively. It is argued that this style could result in response biases and might have yielded an artificial clustering of factors due to the positively and negatively worded scales (Halbesleben & Buckley, 2004). The Oldenburg Burnout Inventory (OLBI) was developed to mitigate the potential wording biases of the MBI and features only two scales, namely exhaustion and disengagement. Another proposed instrument for measuring burnout is the Copenhagen Burnout Inventory (CBI) (Kristensen, et al., 2005). The ambition of the CBI is to remain within the general frame of reference of the burnout research, but at the same time avoid the before mentioned criticism/issues of the MBI. The CBI revolves around fatigue and exhaustion as the core of burnout, and is measured with a questionnaire with three sub-dimensions: personal-, work-related-, and client-related burnout but does not take into consideration depersonalization and reduced personal accomplishment (Kristensen et al., 2005).

Early measurement scales such as Burnout Measure (BM) by Pines and Aronson (1981; 1988; Kristensen, et al., 2005) has been used in five percent of all research investigating the phenomenon of burnout within an organizational context. Other known measurement tools known within the research field of burnout is the Job Demands-Resource Model, The Burnout-Engagement Continuum, and The Utrecht Burnout Scale.

The globalization of the term, burnout, does not necessarily imply that the meaning of the term is identical across countries and languages. A non-exhaustive overview, conducted by Schaufeli et al. (2009), reveals that the term "burnout" is used quite

differently in various languages, which is indicated by the different adaptations of MBI and other measurement tools.

Burnout is viewed as a process, which can be influenced by the characteristics of the individual. People do not simply respond to the setting; they bring unique qualities to the relationship. These personal factors include demographic variables (e.g., age and/or education), enduring personality characteristics, and work-related attitudes. Previous research has uncovered that several of these individual characteristics have been found to be related to burnout (Maslach et al., 2001). The demographic variable of sex has not been a strong predictor of burnout in prior studies. Some studies show higher burnout for women, some higher scores for men, and others find no overall difference.

Despite much attention in the burnout literature, the nature of the relationship between burnout and engagement continues to be debated (Cole et al., 2012; Maslach & Leiter, 2008). The link between burnout and engagement in the organizational context is complex; both constructs have been shown to independently influence (employee-) behavior and interactions (Halbesleben, Harvey, & Bolino, 2009).

Engagement

The term “engagement” has increasingly been used in a variety of academic disciplines including sociology, political science, psychology, marketing and organizational behavior in the past decades (Brodie, Hollebeek, Juric, & Ilic, 2011). “Engage” and “engagement” has been used to describe the nature of participants’ specific interactions and/or interactive experiences (Brodie, Ilic, & Hollebeek, 2013). It has been explored in the organizational behavior literature as a means to explain organizational commitment and organizational citizenship behavior (Bowden, 2009). The term was first explicated by Kahn (1990), and define personal engagement as "the simultaneous employment and expression of a person's ‘preferred self’ in task behaviors that promote connections to work and others, personal presence (physical, cognitive, and emotional), and active, full role performances" (p. 700). Kahn's idea of personal and work engagement has laid the foundation for the theoretical investigation into the construct over several years. Maslach and Leiter (1997)

provided a definition of engagement as energy, involvement, and efficacy as the direct opposite of the three dimensions of burnout. In the same line, engagement is defined by Schaufeli and Bakker (2004, p. 295) as "... a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (i.e., the proposed contrasting three dimensions to the dimensions of MBI). Where engagement refers to a persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. A definition that led to the development of the most widely used engagement measure today, the Utrecht Work Engagement Scale (UWES (Schaufeli & Bakker, 2004)), and is the definition that has become the most commonly used throughout the engagement literature (Leon et al., 2015). Van Doorn et al. (2010) defines engagement as "a customer's behavioral manifestation toward a brand or firm" and that "it results from motivational drivers". While Hollebeek (2011, p. 790) defines 'customer brand engagement' as "the level of an individual customer's motivational, brand-related and context-dependent state of mind characterized by specific levels of cognitive, emotional and behavioral activity in direct brand interactions". Hollebeek et al. (2014, p. 154) advocates for the concept of *customer brand engagement*, stating that it is "a consumer's positively valenced cognitive, emotional and behavioral brand-related activity during, or related to, specific consumer/brand interactions". Arguably, engagement represents a multi-dimensional concept consisting of the three before mentioned dimensions (Hollebeek, 2011). Chandler and Lusch (2015) consider engagement as an alignment of connections and dispositions. (i.e., engagement is based on both the connections of an actor and the psychological dispositions of an actor, and can be both external and internal). Build upon the general definition of customer engagement (CE) by Brodie et al. (2011) stating that CE is a psychological state that occurs by virtue of interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships. The authors go on stating that CE occurs under a specific set of context dependents conditions and exists as a dynamic, iterative process within service relationships that co-create value (Chandler & Lusch, Service systems: a broadened framework and research agenda on value propositions, engagement, and service experience, 2015). Each and every experience occurs in a specific time and place, where the connections surrounding the experience contribute to the framing of a

psychological state or disposition (Chandler & Vargo, 2011). For example, engagement can emerge from a positive service encounter with a firm, whether it occurs via a telephone call, a face-to-face, in a self-service kiosk, etc. (Chandler & Lusch, 2015). Customers cannot only be engaged with a firm; they can also be disengaged with a firm. Active interactions between customer and firm (i.e., building personal relationships with customers) (Kumar, Aksoy, Dinkers, Venkatesan, Wiesel, & Tillmanns, 2010) are suggested to be dependent on the individual customers predispositions before engaging in the value co-creating service relationship. Co-production, which refers to the degree to which the customers are involved in producing the offering for themselves, should be distinguished from customer engagement behavior. When co-production is an inbuilt element of the transaction, it is not, to the same extent, a voluntary, extra role behavior. According to Jaakkola and Alexander (2014), the concept of customer engagement behavior (CEB) views customers exogenously, driven by their own unique purposes and intentions instead of those originating from the firm. CEB goes beyond mere transactions, and may specifically be defined as a customer's behavioral manifestations that have a brand or a firm focus, beyond purchase, resulting from motivational drivers (Van Doorn, et al., 2010). Nevertheless, these behavioral manifestations can be either beneficial or unbeneficial toward the firm (Brodie et al., 2013; Van Doorn, et al., 2010). Customer engagement behavior includes among other word-of-mouth (WOM) communication both online and offline, helping other customers, recommendations, feedback, etc. According to CEB literature, customers can show their engagement toward a firm by spreading WOM (Verleye, Gemmel, & Rangarajan, 2014). Further, the concept of engagement shows distinctiveness from other, related concepts, including consumer 'involvement', and 'customer satisfaction' (Hollebeek, Glynn, & Brodie, 2014). Specifically, satisfaction has been regarded as an outcome of engagement with a potential positive relationship between the two concepts. Particularly, engagement in contrast to satisfaction is focused on consumers' cognitive, emotional and behavioral dynamics during specific brand interactions, whereas satisfaction may largely arise after that. Brodie et al. (2011) advocate that the concept of customer engagement (CE) has its theoretical roots in S-D logic. More specifically four premises of S-D logic, in particular, provide a conceptual foundation for the development and understanding

of the customer engagement concept (Vargo & Lusch, 2008a, p. 7). FP6, states that "*the customer is always a co-creator of value*," which highlights the interactive, co-creative nature of value creation between customers and/or other actors within service relationships (Brodie et al., 2011). Furthermore, FP9 states, "*All social and economic actors are resource integrators*," which highlight value co-creation occur within networks. Premise 10, states "*value is always uniquely and phenomenologically determined by the beneficiary*", with roots in Pine and Gilmore's (1998) experience economy it emphasizes the highly experiential, inherently subjective, and contextual nature of the value co-creation concept (Brodie et al., 2011). Finally, FP8 states, "*a service-centered view is inherently customer oriented and relational*," which highlights the transcending, relational nature of service. The four premises reflects the foundation of CE, in the way that it customers' interactive, co-creative experiences with other stakeholders in focal, networked service relationships. It is suggested that interactive, co-creative customer experiences may be interpreted as the act of "engaging" (Brodie et al., 2011). Common to all of the various definitions proposed in the literature is that *engagement* can be viewed as a result of the *individual* customer's *involvement* (i.e., defined as the level of interest and personal relevance in relation to a focal object in terms of one's basic values, goals, and self-concept (Hollebeek, 2011)), in the *interaction* sphere (i.e., between the actors in the network) which is an outcome of *context dependent motivational drivers*, the individual's *connections* and *dispositions* and *manifests* itself as *behavioral* actions (e.g., co-created value, WOM, etc.) Going on, this thesis will abide by the definition of engagement proposed by Hollebeek et al. (2014) as "a consumer's positively valenced brand-related cognitive, emotional and behavioral activity during or related to focal consumer/brand relations" (p. 154).

The CBE Scale

Based on Hollebeek et al.'s (2014) research, CBE reflects the core theoretical notion of *interactive experience* underlying the *engagement* concept. They propose three CBE dimensions, which correspond to the generic cognitive, emotional and behavioral nature of engagement. Namely: *cognitive processing*, *affection*, and *activation*.

Cognitive processing is defined as “a consumer’s level of brand-related thought processing and elaboration in a particular consumer/brand interaction” (i.e., cognitive dimension). Second, affection refers to “a consumer’s degree of positive brand-related affect in a particular consumer/brand interaction” (i.e., the emotional dimension). Lastly, activation is defined as “a consumer’s level of energy, effort, and time spent on a brand in a particular consumer/brand interaction (i.e., the behavioral dimension of CBE) (Hollebeek, Glynn, & Brodie, 2014). The three-factor model of CBE was created, refined and validated after extensive research on several items, resulting in a 10-item scale. The 10-items can be found in the questionnaire section 13, Appendix I.

Engagement Versus Burnout

In the management literature, engagement has typically been studied with respect to the application of one’s self to workplace tasks and environment (Chandler & Lusch, Service systems: a broadened framework and research agenda on value propositions, engagement, and service experience, 2015). Engagement has been assessed to be the opposite of workplace burnout and its three dimensions: emotional exhaustion, depersonalization, and lack of personal accomplishment (Schaufeli & Bakker, 2004). Energy, involvement, and efficacy have been proposed as being the direct opposite of the three dimensions of burnout (Maslach & Leiter, 1997). In previous research conducted by Maslach and Leiter (1997), burnout should be regarded as an erosion of engagement, whereby “energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness” (p. 24). Consequently, Maslach and Leiter projected that burnout and engagement were presenting the opposite poles of a continuum that is covered entirely by the MBI. As such, the MBI could be used to measure both constructs where low scores on exhaustion and cynicism (i.e., depersonalization) paired with high scores on efficacy (i.e., personal accomplishment) indicated engagement (Leon et al., 2015). Nonetheless, Schaufeli and Bakker (2004) argue that using the MBI, as a bipolar instrument that assesses burnout as well as engagement is rather questionable. Research has shown convincingly that positive and negative affect is independent states, rather than two opposite poles of the same bipolar dimension. In sum, Schaufeli and Bakker (2004) considered

engagement and burnout independent constructs, although highly negatively related. With that in mind, the co-existence of simultaneous levels of burnout and engagement within an individual is not a unique idea, contrary to empirical work primarily examining either one construct, or the other. Shown in the research of Bakker and Demerouti (2007) and in the Job Demands-Resources Model, which proposes that engagement and exhaustion both impact levels of (job-) performance through one's individual levels of resources and demands.

Engagement and Co-creation

Co-creation as a behavioral manifestation of customer engagement has recently been a top priority in marketing research (Bijmolt, et al., 2010; Grisseemann & Stokburger-Sauer, 2012). In service and marketing research engagement has been emphasized, by Brodie et al. (2011) as a psychological state emerging from specific interactive customer experiences with a focal agent/object within service relationships. In addition, they assert that varying states of customer engagement “occur within a dynamic, iterative process of service relationships that co-create value” (p. 258). Thus, customer engagement plays a central role within a nomological network of service relationships, and is a multi-dimensional concept subject to a context- and/or stakeholder-specific expression of relevant cognitive, emotional, and behavioral dimensions.

HYPOTHESES

A good theory should allow us to make statements about the state of the world. Statements about the world are good things: they allow us to make sense of our world (Blaikie, 2010). However, not all statements are ones that can be tested using science. Scientific statements are ones that can be verified with reference to empirical evidence, whereas non-scientific statements are ones that cannot be empirically tested. Karl Popper believed that non-scientific statements were nonsense, and had no place in science. Good theories should, therefore, produce hypotheses that are scientific statements. You should be able to quantify and measure the variables concerned (Field, 2009). The deductive research strategy requires that hypotheses can be logically deduced from a set of theoretical propositions.

The analysis of the phenomenon consumer burnout rests on the general assumption that the consumers' role in the service experience has become that of work, similar to employees in an organization. Since S-D logic proposes that the customer is always a co-creator of value, it is argued that every service experience for the customer is that of co-creating. The thesis rests on the assumption that all interactions between the customer and company can be regarded as a co-creating experience, whether or not the customer is equipped or willing to take on the role. Consumer burnout is proposed to be occurring as a burnout towards the company in question, as a result of excess demands on the consumers that they might not have the operant resources for (i.e., knowledge, skills, and information for use in the value co-creation process). Findings from (job-) burnout researchers support the general notion that burnout is a response to overload (Maslach, Schaufeli, & Leiter, 2001). Maslach, Jackson & Leiter (1996) hypothesize that the presence of specific demands (i.e., work overload and personal conflicts) and the absence of specific resources (i.e., control coping, social support, autonomy, and decision involvement) predicts burnout (Schaufeli & Bakker, 2004). Which in turn is expected to lead to various negative outcomes. Co-creation of value implies that value is created at "the intersection of the offerer, the customer, ... and other value-creation partners" (Lusch, Vargo, & O'Brien, 2007, p. 11).

H₁: (Burnout occurs in the workplace.) Since the service experience has become work for the consumer in order to co-create the value. Burnout must therefore also occur on the consumer level.

The first potential underlying factor that according to the conceptual model might influence consumer burnout is expected to be *role clarity*. Viewing the customer as a co-creator of value has become a necessity according to S-D Logic (Vargo & Lusch, 2004). Yet, the definition of the role of the customer might be unclear for the customers themselves. Defining the role of the customer requires conducting a "job analysis" of the customers' responsibilities, traditionally done for employees in an organization (Meuter, Bitner, Ostrom, & Brown, 2005). Role clarity reflects the consumer's knowledge and understanding of what to do in the service experience. It

is proposed that successful service experience relies on the customer knowing what is expected of them (i.e., role clarity). The following is therefore hypothesized:

H₂: Lack of role clarity is an anticipated antecedent of burnout.

Self-efficacy (SE), defined as the “belief in one’s capabilities to organize and execute the courses of action required to produce given attainments” (Bandura, 1997, p. 3). Operates as a cognitive mediator of action because people feel more comfortable taking action if they believe they are capable of performing the task (Yim, Chan, & Lam, 2012). Self-efficacy has been classified as a situational variable, which can be changed or influenced. In situations that demand engaging people in difficult tasks, SE can influence people's choice of activities, serve as a robust performance predictor, and even determine their attitudes and behaviors. People who judge themselves inefficacious will dwell on their personal deficiencies, magnify the severity of possible threats, worry about perils, and, in turn, experience high levels of cognitively generated distress (Bandura, 1982). Preceding studies have suggested that individuals with high SE are less susceptible to external influences. Compared to those with low SE (Chen, Gully, & Eden, 2001), in other words, individuals (i.e., customers) with low, or a lack of, SE will be more vulnerable towards feeling burnout from the co-creating service experience. SE has been regarded as being similar to the notion of operant resources from S-D logic (Xie, Bagozzi, & Troye, 2008), which makes it essential to investigate, as it is a part of the co-creation process. Moreover, self-efficacy as a personal resource has been, in the burnout literature, investigated as a predictor of exhaustion and work engagement (Bakker & Demerouti, 2007; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Additionally, under demanding work conditions, employees who hold high levels of resources are more capable of dealing with the demands. As a result, they experience lower levels of exhaustion (Bakker, Demerouti, & Euwema, 2005). When transferring this to a consumer perspective, the same association is not implausible. Previous studies have shown that personal resources are not only related to stress resilience, but also have positive effects on physical and emotional well-being (Chen et al., 2001), which indicates that a lack of personal resources, such as self-efficacy would be related to stress, and possible have an impact on burnout. In summary, it is suggested that in a value co-creating service

experience where the demands on the consumer are perceived higher than what they believe they have the resources for, burnout might occur as a consequence thereof. To test this theory, the following is anticipated:

H₃: Lack of self-efficacy is a potential antecedent of burnout.

An important premise of S-D Logic is that customer participation alone is not the key to customer satisfaction, but that value co-creation is what matters (Yim et al., 2012). It is argued that value resides not in the object of consumption, but in the experience of consumption (Payne et al., 2008) and that value creation is embedded in personalized experiences (Prahalad & Ramaswamy, 2004). Essentially when interacting in a co-creating service experience, participation is required from all actors in the network. Early research has argued that customer participation should deliver value to both customers and firms. In the research of Yim et al. (2012) it is established that customer participation drives performance outcomes (i.e., customer satisfaction). Literature, on the matter of customer participation, posits that as the level of customer participation increases, customers are more motivated and committed to co-creation and thus perceive higher service quality (Dong, et al., 2008). Based on this association, customers who are not willing to participate more than strictly necessary, if at all, should then show lower levels of motivation the co-creating service experience. Thus, implying that co-creation will be experienced as a chore that is forced upon them, resulting in lower levels of perceived service quality, and even potentially experience burnout. Customer participation is defined as “the degree to which the customer is *involved* in producing and delivering the service” (Dabholkar, 1990, p. 483; Dong, et al., 2008). Involvement is then regarded as a part of participation; no distinction will, therefore, be made between the two constructs, and will be used interchangeably throughout the rest of the study.

Customer involvement refers to the extent to which a customer is involved in a service production and delivery system and interacts with a service (Zhang, Zhong, & Makino, 2015). It is argued that customer involvement augments firms overall performance, because customer acts as operant resources, by serving as a fundamental source of competitive advantage that add value to firms (Vargo & Lusch, 2008a). By contrast, others have argued that customer involvement has a negative

impact on firm performance because customer involvement introduces extreme levels of complexity and uncertainty into the production and delivery process for services. In co-creation of value, a customer's involvement is essential and important. In general, customer participation in service delivery referred to as customer co-creation (Prahalad & Ramaswamy, 2004), produces benefits for both service providers and customers. On one hand, co-creation enables companies to adapt effectively to changing customer needs. On the other hand, it provides customers with a feeling of accomplishment that enhances satisfaction (Heidenreich, et al., 2015). However, customer participation is not a given; it may be influenced by the type of the service, situational factors (e.g., other customers, the service setting, etc.), and consumers' individual differences (Dong, et al., 2008). Moreover, it is argued that high customer involvement in the service experience results in more contact points between customer and firm, which increase service complexity, and, ultimately, the probability of service failures. In value co-creation, customers need to invest considerable time and effort; they might feel an amplified disappointment in the case where the co-created service delivery fails. More precisely, with their comprehensive engagement in co-created services, customers are likely to formulate higher-quality expectations of the service provision (Childers, Carr, Peck, & Carson, 2001). It is argued that it is in the co-creation process that the customer shifts from being a passive audience to an active player (Payne et al., 2009). Nevertheless, if the customer's desire is to play a passive role in the process (i.e., just to be left alone, and not be involved), and their attitude towards participation is regarded as not important and/or essential for the expected outcome, the required participation might feel forced. Forced participation might be viewed as work for the consumer, and potentially lead to burnout. On that note, the following is expected:

H₄: Lack of customer participation is a potential antecedent of burnout

Previous research offers empirical evidence for the interrelationship between (successful) co-creation and (increased) customer satisfaction (Chan, Yim, & Lam, 2010). Satisfaction should be regarded as a relational variable, dependent on a preceding experience, and implies the fulfillment of expectations of the service experience as mentioned earlier, and is defined as the degree to which a company's

performance meets or exceeds customers' expectations (Maxham & Netemeyer, 2002). It is assumed that providers of co-created services have a high likelihood of achieving higher customer satisfaction because of improved value generation (i.e., performance) for customers. Thus, these statements imply that the co-creating experience is that of a *successful* status. Services are in general susceptible to failures because of their intangibility, dependence on human performance (i.e., their role clarity, self-efficacy, operant resources, etc.), and the inseparability of service provision and consumption (Patterson, Cowley, & Prasongsukarn, 2006). As mentioned previously, many companies have adopted co-creation strategies, in an attempt to reduce the probability of service failure, since the consumer is then an active participant in the value process. Nevertheless, the notions that since the customers now need to invest significant effort themselves have challenged this view. In other words, higher customer inputs in terms of co-creation should be matched by superior service output (i.e., the customers demands and expectations increases alongside with the level of self-investments in the service experience). The discrepancy between expectations and perceptions should, therefore, be considerably higher for customers who are highly involved in value co-creating experiences (Heidenreich, et al., 2015). In line with this, customers who experience a burnout toward a firm because of a co-created service failure are likely to experience dissatisfaction. Thus, it is conjectured that burnout leads to a decrease in satisfaction:

H_{5a}: Burnout has a negative effect on satisfaction

Traditionally, word-of-mouth (WOM) has been considered by researchers as a customer-to-customer interaction phenomenon that unfolds post-experience and outside the service environment (Rahman, et al., 2015). Extensive literature has established the importance of WOM communications among customers (Meuter, McCabe, & Curran, 2013). Defined as 'informal, person-to-person communication between a perceived non-commercial communicator and receiver regarding a brand, product, an organization, or a service' (Harrison-Walker, 2001). It is a form of socially sharing one's emotions (Wetzer, Zeelenberg, & Pieters, 2007). The power and influence of WOM are significant, in part, because historically the source of WOM is usually from someone we know personally (Meuter, et al., 2013). Nonetheless, the ways

consumers communicate with each other have been changing dramatically over the last decade. Digital spaces such as social media websites or recommendation websites (Henning-Thurau, et al., 2010) provide the consumers with simple and wide-ranging communication opportunities that can have a significant meaning on the brand. Technological advances thus offer increasingly more possibilities to connect consumers through online and offline channels, where they positively or negatively shape each other's brand expectations, and experiences (Rahman, et al., 2015). WOM_{Off} is traditionally shared face-to-face between people who are familiar with one another. While WOM_{On}'s communication flow can also be among people who are personally familiar with one another (e.g., friends on Facebook), there is a larger degree of variability in the familiarity of friends on social networking sites (Meuter, et al., 2013). Previous research has indicated that when consumers perceive to have experienced inferior service performance, they are likely to engage in negative WOM communications; that is negative emotions are likely to instigate negative WOM (Wetzer, et al., 2007).

Previous research has shown that satisfaction is a key driver of WOM communication. In the way that highly satisfied customers engage more in positive WOM (Van Doorn, et al., 2010). It is anticipated; that customer satisfaction is an important determinant of WOM. Thus, the following hypothesis can be proposed:

H_{5b}: A decrease in satisfaction leads to an increase in negative WOM

Intentions toward future co-creation are the likelihood that the customer will engage in a service experience with the company again in the future. The relationships of satisfaction with behavioral intentions are well established in the literature (Maxham & Netemeyer, 2002). Satisfaction with a specific service experience induces customers to use the company again (Van Vaerenbergh, Orsingher, Vermeir, & Larivière, 2014). In other words their intentions toward future co-creation increases. It is reasoned that the same relationship is likely to occur in this study, although in an inverted relationship (i.e., unsatisfied consumers' intentions toward future co-creation decreases). With the aim of establishing consumer burnout in the literature, it is argued that consumer burnout can be viewed as a result of service failure that results

in unsatisfied customers, with the consequences that they avoid the company in the future. On this background, the following is inferred:

H_{5c}: A decrease in satisfaction leads to a decrease in future co-creation

Co-creation of value and co-production requires that the consumer engages in new behaviors (Meuter, et al., 2005), with *engagement* as the keyword. Co-creation, in general, is regarded as a behavioral manifestation of consumer engagement (Bijmolt, et al., 2010; Verleye, Gemmel, & Rangarajan, 2014). Consumer behavior is centered on customers' and/or stakeholders' interactive experiences taking place in complex, co-creative environments (Brodie et al., 2013). As such, the consumer engagement concept centers on specific interactive consumer experiences, and that these co-created experiences can be interpreted as the act of "engaging". Given that engagement can be viewed as central to the service experience, it is argued that if burnout occurs as a result of too much work for the consumer, it will affect the engagement level of the consumer:

H_{6a}: Burnout has a negative effect on engagement

One behavioral outcome, among others, of consumer engagement is that of engaging in word-of-mouth communication both in an online and offline environment. While specific consumer engagement behaviors are positive in nature, other reflect more negative expressions of consumer engagement.

In a study conducted by Nolan, Brizland & Macaulay (2007) findings showed that individuals engage with an online community when they perceive utility value and interest to outweigh the level of perceived risk, and will flourish when the experience exceed the perceived level of effort exerted in the particular interaction. That is, consumers exert positive engagement behaviors, when the perceived co-created value is equal to or exceeds their expectations. On this basis, it is argued that burnout leads to a decrease in positive engagement behaviors, with the following consequence:

H_{6b}: A decrease in engagement leads to an increase in negative WOM

A potential consequence of customer brand engagement, according to Hollebeek (2011) is co-created value and customer satisfaction. Customer intention toward future co-creation is defined as a customer's willingness to participate in service production and delivery in the future (Dong, et al., 2008). Engagement is in some literature described as a dynamic, iterative process that generates loyalty and satisfaction (Brodie et al., 2013), which increase the chances of future co-creation. As it is assumed that burnout will have an impact on engagement. It is therefore not inconceivable that a decrease in engagement resulting from burnout, potentially will lead to a decrease of intentions toward future co-creation. Thus, the following is conjectured:

6_{5c}: A decrease in engagement leads to a decrease in future co-creation

Note that all the proposed hypotheses will be tested in the result section.

METHODOLOGY

The Role of Theory

The theory chosen provides a context of ideas, or a theoretical framework, which is the source of the focus and direction for the research. The theoretical ideas have not suggested the specific hypotheses. However it has provided the inspiration to pursue the research in a particular way (Blaikie, 2010).

The theories applied provide a context of ideas, or a theoretical framework, which is the source of the focus and direction for the research. The selected literature reflects the overall quality and credibility of the study. Therefore, all the theories stem from carefully selected literature, consisting mainly of articles from top rated journals. In order to ensure the reliability and credibility of the applied literature, all journals were checked against the ABDC Journal Quality list. A list ranking 2767 different journal titles, divided into four categories of quality, **A*** (6.9%); **A** (20.8%); **B** (28,4%); and **C** (43.9% out of the total number)². This thesis relies only on **A*** and **A** ranked

² In 2007, ABDC, the Australian Business Dean Council, established the ABDC Journal Quality List. The aim of this initial list was to overcome the regional and discipline bias of international lists. An independent chair and discipline-specific panels reviewed

journal. However, if a **B** ranked journal or literature stemming from a book was used, it was chosen on the background that the author(s) has had other articles on the same subject published in higher ranked journals (i.e., **A*** and **A** only). And therefore, can be regarded as reliable on the subject. **C** ranked journals was not used in this thesis on the background of poor credibility.

Strategy

According to the traditional view, science is an inductive process in which scientist begin by collecting and systematizing observations about the world in order to extrapolate from their observations overarching laws of nature (Parvin & Meadowcroft, 2010). The laws of nature can, in turn, be used to explain the world and to predict future events. Consequently, it is implicit in this view that science begins with the observation of certain events or behaviors. Scientific theories are thus inferred from observed facts about the world. This scientific method, as an inductive process of establishing general laws of nature from specific, observable facts, has a long and well-known pedigree of scientists abiding by it (e.g., Galileo and Newton among others). However, according to Karl Popper this traditional understanding of science is essentially flawed. Stating the fact that even if something has happened in the past, even a hundred or a thousand or a million times does not mean it will happen in the same way in the future (Parvin & Meadowcroft, 2010). Popper, therefore, concluded that the problem of induction implies that any theories we develop can never be scientifically proven they can only be falsified. Facts cannot prove a theory to be true, but they can show it to be false. And once shown false, a theory comes to represent a genuine contribution to knowledge.

Refuted statements are valuable, and represent a real advance in scientific knowledge. Useless theories, on the other hand, are those theories that cannot be falsified. Only a precise statement can be tested, and shown falsifiable. The fact that theories cannot be proven to be true means that all existing theories must be considered inherently conjectural and hypothetical: as no hypothesis can be proven, it remains forever a hypothesis (i.e., unless it is ever shown to be false, in which case it is abandoned). Popper believed that science, in fact, begins with the identification of problems about which we propose theories, which may, in turn, be falsified by other

theories or observations. Thus, science is not an inductive process; rather it is a deductive one. In the deductive research strategy, scientists identify certain problems in the world, propose theories to resolve them, and then seek to falsify these theories. In other words, hypotheses are deduced from a theory, and concepts in a hypothesis are measured in order to test whether or not a hypothesized relationship exists (Blaikie, 2010). The theories are considered hypothetically true if they cannot be falsified. Deductive research is often summarized as theory testing, usually with a sample where the findings of the research may be generalized to a population (Farquhar, 2012). The aim of the deductive research strategy is to find an explanation for an association between two concepts (i.e., in this case between co-creation and burnout) by proposing a theory. This thesis abides by the deductive research strategy in the way that a conceptual model is developed and then tested. A theory has been proposed, and hypothesis formulated, and then tested via the gathering of appropriate quantitative data that can be measured. If the test fails (i.e., if the data collected are not consistent with the conclusion) the theory must be false, and then abandoned. If, however, the conclusion passes the test it is temporarily supported; it is corroborated, but not proven to be true (Popper 1959 p. 32-33 (Blaikie, 2010)). The view of facts, in the deductive strategy, is that they are not used to prove theories, and they are not considered a source for general laws of nature. Rather, they are used to deduce whether or not a particular theory can be correct given what is currently known about the world (Parvin & Meadowcroft, 2010). Observation is used in the service of deductive reasoning and theories are invented to account for observations, not derived from them. In critical rationalism, the process of explanation must begin with a tentative theory, an idea that could account for what has been observed. Which in turn then must be subjected to critical examination and rigorous testing against 'reality' (Blaikie, 2010). The major task of the deductive strategy is finding an explanation.

Paradigm

Karl Popper believed that philosophers, scientists, and economists should not seek to determine the essence of their discipline, rather, they should confront problems by adopting a critical attitude towards all existing ideas and theories, and by proposing

and falsifying theories through a process of rational, critical discussion. Critical rationalism is fundamental "an attitude of admitting that I may be wrong, and you may be right, and by an effort, we may get nearer the truth" (Popper 1945/2006 p. 249 (Parvin & Meadowcroft, 2010)). In this paradigm, scientific discovery requires the adoption of a critical attitude towards problems and their hypothetical solutions. Rather than seeking generalizable proofs of truth through the bare application of reason. We should seek to remove error through critical engagement with existing theories, ideas, traditions, and narratives, by testing them against what we, our selves have found out and what others have similarly thought and discovered (Parvin & Meadowcroft, 2010). Popper's aim was not merely to develop a philosophy of science: it was to provide a theory of epistemology that would explain, and contribute to, the process, which our knowledge of the world might grow. According to Popper, it is not the role of social theory to make generalizable and long-term prophecies about the future course of history, but to resolve specific problems in ways, which might be criticized and tested by others. "All theoretical or generalizing sciences make use of the same method, whether they are natural or social sciences", namely, the trial and error process of conjecture and refutation of falsifiable hypotheses about existing problems, conducted among a community of individuals who have adopted a critical rationalist attitude towards existing ideas, theories, and practices (Popper 1957/2005 p. 120 (Parvin & Meadowcroft, 2010)).

Ontology

Ontological assumptions are concerned with what we believe constitutes social reality. When embracing the part as a cautious realist, the reality is regarded as having an independent existence. However, because of imperfections in human senses, and the fact that the act of observing is an interpretive process, it cannot be observed directly or accurately. Hence, a cautious and critical attitude must be adopted (Blaikie, 2010).

Epistemology

Epistemology focuses on the knowledge-gathering process and is concerned with developing new theories/models that are better than competing models/theories. When adopting the epistemology of falsificationism, it is believed that a process of trial and error in which theories are proposed and tested against empirical evidence

produces knowledge. Because of our inability to observe reality directly, tests of theories must be directed towards trying to falsify rather than confirm them. As it is not possible to establish whether knowledge is true, it must be regarded as tentative and, therefore, open to revision (Blaikie, 2010). In line with Popper's Critical Rationalism science should be understood as a deductive process whereby theoretical solutions to problems are proposed and then falsified through critical discussion of the facts, or other theories (Parvin & Meadowcroft, 2010). No theory can decisively proven, but they can be decisively falsified. Hence, the scientist should not seek proofs, but rather falsifications, of scientific theories, through public engagement, debate, and empirical testing. Science then becomes characterized as and trial and error process of conjecture and refutation. Individuals propose theories about particular problems in the world, and in doing so invite others to falsify these theories.

Researcher's Stance

While the aim of the deductive research strategy is to search for the truth, it is recognized that the culture, language, knowledge and previous experiences of a researcher make presupposition-less data collection impossible. Detachment is, therefore, ideal. The detached observer is viewed upon as being the traditional scientific stance, where the researcher is regarded as an uninvolved spectator, particularly during the process data collection. It is argued that the researcher's values and preferences can threaten the objectivity of the research, and, hence, the value of the results. Therefore, detachment is a requirement for producing reliable knowledge (Blaikie, 2010). Acting as a detached observer was accomplished by not interacting with the participants during the data collection process. Two students from Bern University were hired for the sole purpose of handing out and collecting the data during the process, in order to maintain detachment.

Data & the Collection Process

The thesis at hand bases its findings on extensive data collection to support the testing of the constructed hypotheses. The empirical data collection is the backbone of the study, and correct processing and analysis of the data is vital. Concerning collecting the appropriate quantitative data, to investigate and test the proposed

tentative hypotheses, surveys are preferred in this case. Surveys are designed to look for relationships between variables. In the way that they are used to collect information from or about people to describe, compare, or explain their knowledge, feelings, values, and behavior (Fowler, 2009). The survey takes form as a self-administered questionnaire, conducted either online or onsite at hand. The two types of self-administered questionnaires are first and foremost chosen to reach a sample group as diverse as possible. The onsite survey was conducted in two locations. The first location was on a train going from Bern to Zürich and back again, and took place over two days during the afternoon rush hours. People were asked if they wanted to partake in the survey, and then given 15-20 minutes before the questionnaires were collected. This method of selecting the participants was chosen to get a response rate as high and diverse as possible. Since, when commuting long distance people are in no rush, and then are more willing to partake in a survey³As an incentive to participate in the study, a competition to win one out of five gift cards to one of the main grocery chains in Switzerland, Coop, was set as an option in the questionnaire both onsite and online. Mini-chocolates were handed out as a thank you, upon collection of the questionnaires onsite.

The sampling method was that of convenience sampling (i.e., non-probability). Out of 168 questionnaires handed out in a total of three hours and 50minutes, 149 came back answered in their fullest, whereas eight were half-done, six unusable (i.e., data not usable in any way), and five came back empty. This gives a response rate of 88.69 percent of the total pool. The second onsite location took place at the University of Bern, where the questionnaires were handed out in three different classes. 90 questionnaires in total were handed out. However, the response rate for this method was very low compared to the on-train method. Out of the 90 handed out, a total of 28 came back answered in their fullest. Which only gives a response rate of 31.11 percent compared to the other method of collecting. The descriptive statistics of the sample can be seen in Table 2 below.

³ After two runs of onsite survey collection on the train, the train personnel explained that this method was not allowed on their trains. Another onsite location was therefore needed.

Table 2 Descriptive Statistics of Sample (N = 203)

Gender	Frequency	Percentage
Female	111	54.7
Male	92	45.3

Age	Frequency	Percentage
20 or under	40	19.7
21-30	84	41.4
31-40	28	13.8
41-50	21	10.3
51-60	19	9.4
61 or above	11	5.4

Education	Frequency	Percentage
High School or below	98	48.3
Diploma / Bachelor Degree	52	25.6
Master Degree or above	53	26.1

Interactions *	Frequency	Percentage
One time	53	26.1
Two times	74	36.5
Three times or above	76	37.4

** Interactions with the company within the last 12 months

Sample Location	Frequency	Percentage
Train	149	73,4
University	28	13.8
Online	26	12.8

The online questionnaire was created using eSurvey Creator⁴, an online survey creator program giving the opportunity to create a multilingual survey and real-time reporting of results. An option was set for the participants to either choose the English or German version. The link to the online survey was distributed mainly on Facebook, to Swiss residents and/or Swiss groups, as for example Bern University. 42 participated in the online survey. However, only 26 were answered in their fullest. Given the sample a total of N = 203 usable answer for further analysis. In total, 19 questionnaires were found not useable for the further analysis and were therefore deleted from the sample, and is therefore not in the total sample of N = 203. This was decided on the background of too many missing answers in the individual

⁴ eSurvey Creator link to questionnaire: <https://www.esurveycreator.com/s/c5cdef5>

participants questionnaire, and, therefore, making it unreliable for further analysis. Once ready, the data set was imported for further analysis in SPSS Version 23.

Language Barriers

The original questionnaire to assess the different dimensions is formulated in English, however, to overcome any language barriers and to reach a broader segment the questionnaire was translated into a German version for the convenience of the respondents. This was chosen simply for the reasons that one, people; in general, find it easier to answer questions in their mother tongue. Secondly Switzerland has four national languages (i.e., German, French, Italian and Romansh) where 63.7 percent of the country speaks German as their first language⁵. The EF English Proficiency Index 2015 reveals that 61.15 percent in the German-speaking region has a high proficiency and ranks as number 17 out of 27 countries in Europe. Furthermore, the correlations between English ability and income, Internet connectivity, scientific research, and a range of other indicators are strong⁶. To reach a sample as broad as possible within the German-speaking region, it was chosen to get the questionnaire translated into a German version since the collection process was only conducted in this region. Different concerns of translation quality appear when deciding on a method of translation. Criteria's for evaluating the cross-cultural equivalence of survey instrument items has been proposed by Flaherty et al. (1988) adapted by Squires et al. (2014) stating that five principles are important to be aware of when engaging in translation for a survey to ensure its equivalence. Content, semantic, technical, criterion, and conceptual equivalence are the five criteria's that may help overcome the challenges that can arise when translating complex concepts, and potentially identify possible threats to the reliability and validity of the study results (Squires, et al., 2014). Keeping these in mind, an ISO9001⁷ certified translating company; One Hour Translation (OHT) has conducted the translation of the questionnaire. The translation from English to German was completed by one of their certified native

⁵ Swissinfo.ch - an international service of the Swiss Broadcasting Corporation (SBC) Source: http://www.swissinfo.ch/eng/common-language_english-challenges-multilingual-switzerland/32806320

⁶ EF English Proficiency Index 2015 Source: <http://www.ef.edu/epi/regions/europe/switzerland/>

⁷ ISO9001 is a quality management system that ensures customers get consistent, good quality products and services. A company can get ISO9001 certified if they implement certain quality management principles in their organization including a strong customer focus, the motivation and implication of top management, the process approach, and continual improvement. Source: <http://www.iso.org/iso/home.htm>

German-speaking translators. However, to ensure the semantic equivalence, an independent expert translator from OHT followed up with a proofreading of the translated version compared to the original version. This was done with the aim of correcting any mistakes, as well as verifying that both the source and target language have the same meaning. Making the back translation method redundant in this case, when keeping in mind the critiques of this technique as found in Squires et al.'s (2014) research, recommending that simple back and forward techniques is insufficient to produce a valid translation. OHT has issued a Certificate of Accuracy approved by the American Translator Association in order to guarantee the accuracy of the translated text. The questionnaires along with the certificate can be found in the Appendix (I, II & III).

Keeping in mind the limitations of the translated version, there has been no pilot study prior to this study to confirm the conceptual equivalence (i.e., the instrument is measuring the same theoretical construct in each culture (Squires, et al., 2014)). This pre-data collection evaluation step may have helped to identify potentially problematic items in the questionnaire that are specific to the setting, language, or culture. There is, therefore, no guarantee that the concepts measured by the questionnaire will apply in the exact same way in the German version as in the English version. The lack of pre-evaluating the cross-cultural applicability of the survey may, therefore, affect the reliability and validity of the results.

Who conducted the translation can also be an important factor in evaluating the quality of the translation and its threat to reliability and validity. Consequently, OHT was chosen after extensive research on the subject of translators and their customer reviews. By only translating the questionnaire into a German version, it limits the scope of the study to the German-speaking part of Switzerland. And therefore, results might be different if drawn from the French or Italian part of Switzerland. A previous study on burnout in Switzerland found that the variation among the scores of burnout between the three linguistic regions of the country was also commonly found in research results when conducting national workforce studies (Goehring, Gallacchi, Künzi, & Bovier, 2005).

Questionnaire items

Before answering the questionnaire items, the participants were asked to think of their last interactions with a telecommunications-, insurance-, or airline company within the past 12 months regarding a specific product or service. The three service industries were chosen on the background of that all people have some sort of interaction, with either one of those industries, and, therefore, gave the participants a greater chance of being able to provide with sufficient answers compared to only choosing one industry and/or company.

The survey items consist of closed questions, which were rated on five-point Likert scales. In the Likert scale, respondents are asked to tell how closely they agree or disagree with a statement (Fowler, 2009). The scales were anchored in 'strongly disagree' (1) through to 'strongly agree' (5). Burnout was measured by an adaption of the Maslach Burnout Inventory, the *consumer burnout scale* (Josiassen & Karpen, Maslach Burnout Inventory - Consumer Survey, 2015). To assess burnout, participants were asked to complete the 32 items belonging to the three subscales, *emotional exhaustion*, *depersonalization*, and *personal accomplishment*. Role clarity is in this context measured by a 5-item scale adapted from Meuter et al. (2005) *consumer readiness* scale. The adaption of the scale only implies word changes to fit the context of this study. Likewise, the measures on *perceived self-efficacy* and *customer satisfaction* have been adapted to fit the context of Yim et al. scales (Yim, Chan, & Lam, 2012). The subscale *customer participation* is a new construct measuring how important and/or essential the customer perceives his or hers involvement in the service experience. In addition, *WOM* was measured on a scale adapted from Hennig-Thureau et al. (2004; Gebauer, Fuller, & Pezzei, 2013). Finally, the scale measuring *intentions towards future co-creation* was adapted from Roggeveen, Tsiros, and Grewal (2012). Furthermore, the questionnaire contained subscales measuring *mandatory participation* and *importance of outcome* (Yim, Chan, & Lam, 2012), however before the analysis, the two subscales were chosen to be left out of the conceptual model, on the grounds that the model was complex enough as it is. The two scales will therefore not appear in the model or the results section.

Data Processing

After gathering the total sample $N = 203$ the data were prepared by inserting all the answers by corresponding numbers in Excel in order to insert it in SPSS for further

analysis. The Likert-scale was denoted with numbers starting from 1 ('Strongly Disagree') through 5 ('Strongly Agree'). Missing answers were indicated as 99, to specify clearly in the data set where missing occurred. After inserting all participants, the cleaning of the data could begin. The obstacle of few missing answers in the sample was overcome by looking at the average of the total answers of the item in question and then inserting that number in the missing box. This was done in SPSS, by looking at the MEAN in the Descriptive Statistics section of each item where missing's occurred. In SPSS subscale number three (i.e., depersonalization), was recoded by modifying the existing variables into the opposite of the scale (i.e., the recoding of the meaning of the numbers on the Likert-scale: 1=5, 2=4, 3=3, 4=2, 5=1). This was done in order to make sure that the three scales designed to measure burnout were all negatively loaded. The same recoding was deployed with subscale six, (i.e., role clarity) item number four as it was negatively loaded, compared to the rest of the items in the subscale. Multiple linear regression was chosen as the main method of analyzing the data, since it allows for the building of models that can contain several variables that operate independently, or in concert with one another, to explain the variation in the dependent variable (Sweet & Grace-Martin, 2010). To be able to run a multiple linear regression analysis in SPSS, the different variables had to be computed into new variables. This is done so all the corresponding items are represented by one variable, and not several (i.e., Burnout as a variable is the scores of emotional exhaustion, depersonalization, and personal accomplishment computed into one). The full data set can be found in Appendix IV.

Reliability

All subscales of the questionnaire were subjected to Cronbach's alpha, α , internal consistency reliability analysis, in order to insure that the measures of the items consistently reflect the construct that it is measuring. Cronbach's α , should essentially be regarded as a measurement tool for internal consistency, and not a statistical test. The results are found in Table 3. A α value of .7 to .8 is an acceptable value for Cronbach's α , whereas values substantially lower indicate an unreliable scale (Field, 2009). However, it is critiqued that these general guidelines are to be used with caution because the value α depends on the number of items on the scale.

Cronbach's $\alpha = \frac{N^2 \overline{Cov}}{\sum S_{item}^2 + \sum Cov_{item}}$, where the top half of the equation simply is the number of items (N) squared multiplied by the average of covariance between items. The bottom half is just the sum of all the item variances and item covariance. The criticism involves the top half of the equation for α includes the number of items squared. Therefore, as the number of items on the scale increases, α will increase. Consequently, it is possible to get a large value of α because of a large number of items on the scale, and not necessarily because the scale is reliable. The internal consistency of a scale, in this case, can be checked by looking at the average correlation between the items on the scale. Cronbach's rationale, however, is that even though the average correlation is low it equally reliable as one that has a high average correlation (Field, 2009).

Table 3 Internal Consistency Reliability

Sub scale ID:	Cronbach's α	N of items	Average Correlation
A1	.955	11	.666
B2	.901	10	.469
C3	.878	11	.394
D4	.848	2	.737
E5	.750	5	.374
F6	.736 (.377)*	4 (5)	.413 (.124)
G7	.730	4	.404
H8	.851	3	.656
I9	.913	4	.725
J10	.908	3	.767
K11	.921	2	.854
L12	.905	5	.655
M13cog	.789	3	.554
M13aff	.880	4	.652
M13act	.900	3	.751

** When looking at the reliability of sub scale F6 in SPSS there was identified a potential problem with item F6_5 on the scale. Cronbach's Alpha if item is deleted section showed that if item F6_5 were to be deleted, the Cronbach's alpha would increase. To improve the overall reliability of sub scale F6, item F6_5 was deleted from the scale.

It has been outlined in this section, that the study relies on good quality and credible literature from top-ranked journals. Overall, the thesis has adopted critical rationalism as its paradigm, while following the scientific nature of cautious realist and falsificationism. The deployed research design is that of a deductive strategy in

line with the views of critical rationalism. The literature applied consists of articles from top rated journals. The data consist of primary data collected for the purpose of this study. Multiple linear regression has been employed as the main statistical tool to further analysis of the collected data.

RESULTS

Note, all analysis were run with the full set of N = 203 in SPSS v 23. The data set and statistical analysis outputs can be found in the Appendix (V).

Burnout

As previously mentioned, burnout is indicated by high scores of emotional exhaustion and depersonalization, and low scores of personal accomplishment. For any relationship to occur in the further analysis, it is concluded that consumer burnout occurs in the sample. This was concluded on the background of the findings that revealed highly significant relationships between some of the variables and the construct of consumer burnout. The relationship between the variables proposed in the conceptual model is illustrated in Figure 1. As such the results revealed that burnout do occur in a consumer context, lending evidence to the first proposed hypothesis H₁. If burnout had not been detected in the sample, no significant relationships would have shown up in the further analysis. In addition to this, a thorough analysis of all the participants' (N =203) answers on the items constructing the burnout scale (i.e., the 32 items constituting the three subscales: emotional exhaustion, depersonalization, and personal accomplishment) revealed that some participants show various degrees of burnout toward a firm.

Table 4 Descriptive Statistics Burnout Subscales

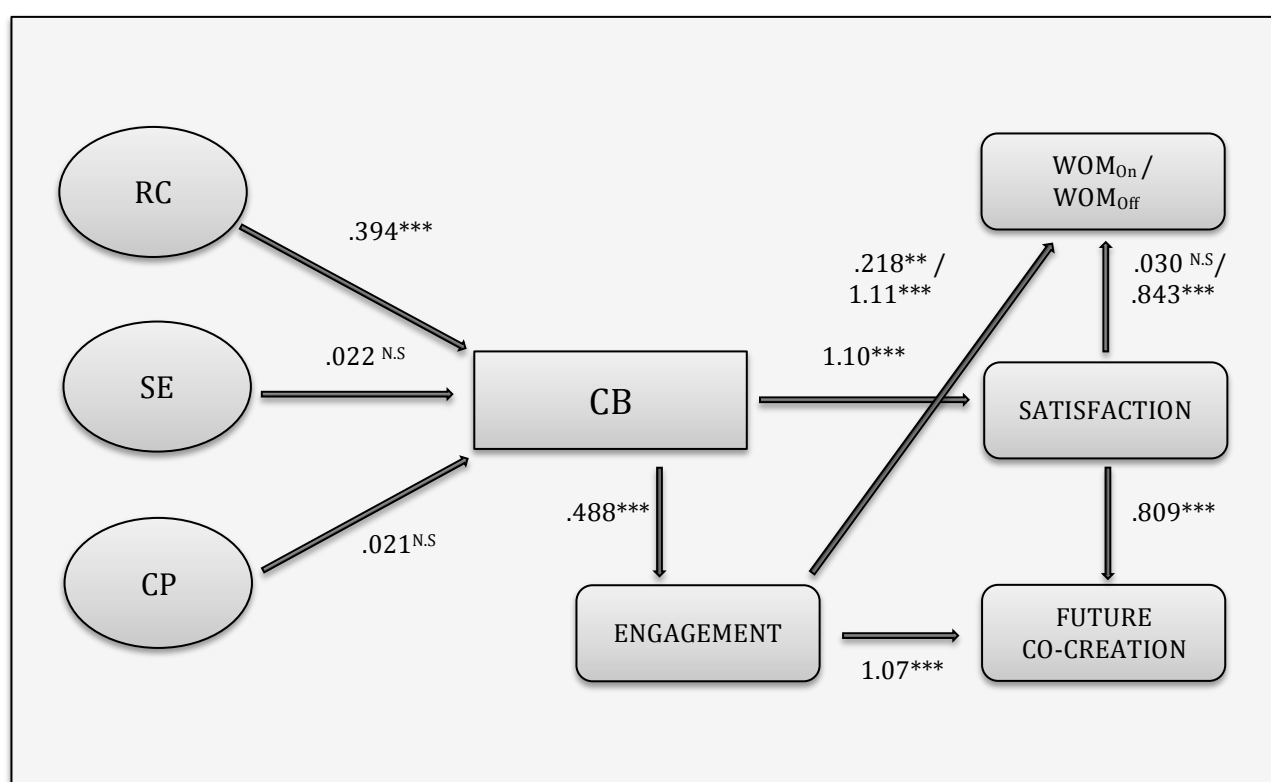
Subscale	Minimum	Maximum	Mean	Std. Deviation
Emotional Exhaust.	1.00	4.91	2.21	48.3
Depersonalization	1.00	4.20	2.44	25.6
Personal Accom.	1.27	5.00	3.12	26.1

Note: high scores on Emotional Exhaustion and Depersonalization, and low scores on Personal Accomplishment indicates burnout. The recoded scale for personal accomplishment where not used for this descriptive statistics part since the scores then would be the opposite.

The frequency of the scores showed that, 8.9% of the total sample had a mean score equal to or higher than 3.5 on the emotional exhaustion subscale, in comparison to

depersonalization that revealed 5.4%. The results showed that 16.7% had a mean score equal to or less than 2.5 on the subscale of personal accomplishment. Overall, these results indicate that burnout in fact is a phenomenon that occurs in the consumer context. Still, further research and statistical analysis is required in order to be able to go into depth with the data. Qualitative interviews with participants could help gain a greater understanding of why the participant shows sign of burnout according to the consumer burnout scale. In addition, this may help establish other predictors or outcomes for future research on consumer burnout.

Figure 1 Illustration of results – Conceptual Consumer Burnout Model



Note: N.S = $p > .05$; ** = $p < .01$; *** = $p < .001$. RC = Role Clarity; SE = Self-efficacy; CP = Customer participation; CB = Consumer Burnout; WOM_{On} = Online; WOM_{Off} = Offline.

Predictors of Burnout – first section of the conceptual model

A multiple linear regression was conducted to see if role clarity (RC), self-efficacy (SE), and customer participation (CP) predicted burnout (i.e., the first section of the Consumer Burnout Model). As a preliminary caution, it is needed to test the various assumptions of multiple regressions to make sure that data is a suitable fit for this

type of analysis⁸. First, an analysis of standard residuals was carried out, which showed that the data set contained no outliers (Std. Residual Min. = -2.36, Std. Residual Max = 3.10). Tests were run to see if the data met the assumption of collinearity indicated that multicollinearity was not a concern (RC, Tolerance = .862, VIF = 1.16; SE, Tolerance = .875, VIF = 1.14; CP, Tolerance = .958, VIF = 1.04). The data was checked for independent error and met the assumption (Durbin-Watson value = 2.20). The histogram of standardized residuals indicated that the data contained approximately normally distributed errors, as did the normal P-P plot of standardized residuals, which showed points that were not completely on the line, but very close. The scatterplot of standardized predicted value revealed that the data met the assumptions of homogeneity of variance and linearity. The data also met the assumption of non-zero variances (Burnout, *Variance* = .444; RC, *Variance* = .588; SE, *Variance* = .437; CP, *Variance* = .833). A significant regression equation was found ($F(3,199) = 18.59, p < .001$), with an R^2 of .219. This reveals that the model is a significant fit of the data overall (i.e., the ANOVA F-statistic tests whether the model as a whole is significant). However, the R^2 indicates that the suggested predictors (i.e., RC, SE, and CP) only account for 21.9% of the variation in burnout. Since the probability of the F statistic ($p < .001$) is less than or equal to the level of significance (.05), the null hypothesis that correlation coefficient R is equal to 0 is rejected. Based on this, the hypotheses that there is a relationship between the variables are supported. Given the significant F-test result, the correlation coefficient R can be interpreted. The correlation coefficient for the relationship proposed between the independent variables (RC, SE, and CP) and the dependent variable (burnout) is .468, which can be characterized as a moderate relationship⁹. However, looking at the coefficients of the regression model with *burnout* as the dependent variable (DV), and RC, SE, and CP as the independent variables (IV), the b -values indicates the relationship between burnout and each predictor. While RC was found to have a significant, negative effect on burnout ($\beta = .394, p < .001$), the results did not reveal a significant effect of SE ($\beta = .022, N.S = p > .05$); likewise did CP ($\beta =$

⁸ Following the proposed values: Std. Residual values = / > min. -3.29, values = / < max. 3.29; Variance Inflation Factor (VIF) values < 10; Tolerance > 0.1; Durbin-Watson values > 1 or < 3; Variance value > 0 (Field, 2009).

⁹ As a rule of thumb, the value has to lie between -1 and +1, where .00 - .20 = very weak; .20 - .40 = weak; .40 - .60 = moderate; .60 - .80 = strong; .80 - 1 = very strong (Field, 2009).

.021, $N.S = p > .05$) not have any significant effect on burnout. With this in mind, the second run of regression was conducted in a hierarchical method, to compare the model with the three predictors against an alternative model with only RC as a predictor. This exposed once again, the non-significance of SE and CP on burnout. While RC was found to be significant found ($F(1,201) = 55.88, p < .001$) with a correlation coefficient, R , of .466 (i.e., still moderate), and an R^2 of .218, which means that RC accounts for 21.8% of the variation of burnout, thus leaving SE and CP 0.1% to account for the variation. The adjusted R^2 gives an idea of how well the model generalizes to the population, which in the case of RC is .214, the small decrease means that if the model were derived from the population rather than a sample, it would account for approximately 0.4% less variance in burnout (Field, 2009). Noteworthy is that the new regression showed only a .002 difference in the correlation coefficient. And so, both SE and CP were checked alone against burnout, which revealed significant F-test result, however though very weak correlation coefficients for both relationships tested (SE, $R = .182$; CP, $R = .117$). With regards to the proposed hypotheses, the results of RC provide empirical support for H_2 , while H_3 and H_4 can be rejected as false since no significant evidence was found for the effects of SE and CP on burnout.

Burnout Consequences

Satisfaction

An analysis of standard residuals was carried out again on the data to identify any outliers. Which indicated that there was one outlier at -3.55 (Std. Residuals Min. = -3.55; Std. Residual Max. = 3.28)¹⁰. Assumptions regarding collinearity showed that again multicollinearity was not an issue (Burnout, Tolerance = 1, VIF = 1). The Durbin-Watson met the assumption on independent errors (D-W value 1.92). Again the histogram showed that normality could be assumed. However, the P-P plot indicated a slight deviation. The Kolmogorov-Smirnov test, showed that of significantly non-normal ($D(203) = 0.12, p < .001$). The data met the assumptions of homogeneity of variance and linearity. The assumption of non-zero variances was

¹⁰ It is widely discussed in various literature (Field, 2009) if outliers should be kept, deleted or transformed in a data set. In this thesis, the outliers detected have been kept in the data, following the assumption that the detected outlier does not occur on every step of the model, and, therefore, is not going to affect the overall results.

also met (Burnout, *Variance* = .444; Satisfaction, *Variance* = .891). The overall fit of the data to this model was shown to be significant ($F(1, 201) = 265.45, p < .001$), the correlation coefficient was found to indicate a strong relationship ($R = .754$), with an R^2 of .569, and an adjusted R^2 of .567. A strong significant negative relationship between satisfaction (DV) and burnout (IV) was found ($\beta = 1.10, p < .001$) which lends evidence to H_{5a} that burnout decreases satisfaction. Moreover, H_{5b} anticipated an increase in negative WOM_{On} and WOM_{Off} communication when satisfaction was decreased. The level of satisfaction had a significant effect on WOM_{Off}¹¹ ($\beta = .843, p < .001$), with the F-statistic test indicating the model as a whole as significant ($F(1, 201) = 242.46, p < .001$) with a strong relationship ($R = .739$), and R^2 of .547 (Adj. $R^2 = .544$). The impact on WOM_{On} turned out to be non-significant ($\beta = .030, p > .05$). The descriptive statistics of WOM_{On} reveals a mean of 1.70, which indicates that in general the scores for all participants revealed that a decrease in satisfaction might decrease WOM_{On} overall, and not necessarily increase negative WOM_{On}. While checking if the assumptions of multiple regressions are met, the overall fit of the data showed that the model for WOM_{On} was non-significant ($F(1, 201) = .411, p > .05$), with an R of .045 (i.e., indicating a very weak relationship), R^2 of .002, and an adjusted R^2 of -.003. Outliers were checked, and found that no one occurred (Std. Residuals min. -1.19, max. 3.01). However, the histogram showed that of non-normally distribution, positively skewed (.680). The K-S test confirmed, that it was significantly non-normal ($D(203) = .194, p < .001$).

A highly significant positive relationship was exposed between satisfaction and future co-creation ($\beta = .809, p < .001$). The multiple regression equation revealed that the overall fit of the data were significant ($F(1, 201) = 281.60, p < .001$), with R of .764, R^2 of .583, and an adjusted R^2 of .581. This indicates that satisfaction is a highly relevant predictor of intentions toward future co-creation, which confirms the anticipated H_{5c}.

¹¹ The assumptions of linear regression were met. Std. Residuals = Min. -3.351 (accounts for one outlier), Max. 3.971 (accounts for one outlier); Satisfaction Tolerance = 1, VIF = 1; Durbin-Watson value 2.12; normal distributed, homogeneity of variance and linearity were all met. Non-zero variance was met at Satisfaction, *Variance* = .891, WOM_{Off}, *Variance* = 1.16.

Engagement

The assumptions previously tested at the different levels of the model were also conducted on the relationship between burnout (IV) and engagement (DV). All the assumptions were met for this part of the model¹². A linear regression was calculated ($F(1,201) = 73.53, p < .001$), which indicates that the overall fit of the data was significant. R indicated a moderate relationship between the two ($R = .518$), with an R^2 of .268, adjusted R^2 of .264. This provides evidence for the support of H_{6a} ; findings revealed a highly significant negative relationship in which burnout decreases engagement ($\beta = .488, p < .001$). As with satisfaction, it is hypothesized that engagement likewise increases negative WOM H_{6b} , and decrease the intentions toward future co-creation H_{6c} .

WOM_{on}, as a dependent variable and its association with engagement, turned out significant ($\beta = .218, p < .01$), compared to the relationship with WOM_{on} and satisfaction. The overall fit of the data to the model was found significant as well ($F(1,201) = 10.10, p < .001$), however with a relationship defined as weak ($R = .218$), with an R^2 of .048, (Adj. R^2 .043). Regarding the relationship between engagement and WOM_{off}, all the assumptions of regression was met¹³. Based on the ANOVA table for linear regression the model was found significant ($F(1,201) = 147.32, p < .001$), with an R of .650 indicating a strong relationship, and an R^2 of .423 (Adj. R^2 of .420). The findings revealed a regression coefficient at ($\beta = 1.11, p < .001$). The findings of both WOM_{on} and WOM_{off} lend support to the relationship proposed in H_{6b} .

Engagement was found to have a highly significant relationship with future co-creation ($\beta = .107, p < .001$), with an overall data fit ($F(1,201) = 165.59, p < .001$), with a relationship characterized as strong ($R = .672$), and an R^2 of .452, (Adj. R^2 of .449). All other assumptions of multiple regressions were met¹⁴. Based on the results, the association discovered provides support for the proposed relationship between the variables in H_{6c} .

¹² Std. Residuals = Min. -2.88, Max. 3.12; Burnout, Tolerance = 1, VIF = 1; Durbin-Watson value 2.20; normal distribution with a minor deviation, homogeneity of variance and linearity were all met. Non-zero variance was met at Burnout, Variance = .444, Engagement, Variance = .394.

¹³ Std. Residuals = Min. -3.396 (accounts for one outlier), Max. 2.316; Engagement, Tolerance = 1, VIF = 1; Durbin-Watson value 2.24; normal distributed, homogeneity of variance and linearity were all met. Non-zero variance was met at Engagement, Variance = .394, WOM_{off}, Variance = 1.16.

¹⁴ Std. Residuals = Min. -2.421, Max. 3.206; Tolerance = 1, VIF = 1; D-W value = 2.19; normality, homogeneity of variance and linearity met; non-zero variance, Future co-creation = 1, Engagement = .394.

THEORETICAL IMPLICATIONS

This conceptual thesis should be viewed upon as a preliminary attempt at addressing and elucidating an issue that potentially can have significant implications for services marketing theory and practice. Based on this preliminary conceptualization of the phenomenon of consumer burnout, some implications seem relevant to discuss building upon the findings in the previous section.

The Predictors of Burnout

Academic research continues to devote considerable attention to customer co-creation (Heidenreich et al., 2015) and the benefits it brings to both the customer and firm. The active consumer is now an important player in the co-creating service experience. S-D logic states that the customer is always a co-creator of value, thus leading to the assumption that the customer always needs to play an active role in the service experience. However, the demands and requirements of the customer role as an active part in value co-creation might be regarded as work for the customer who wants to assume a passive role in the service experience. It is argued that these excessive demands on the role of the customer might lead to a potential burnout for the customer toward the company in question. Essentially making service a stress factor for customers.

The purpose of this study was to examine the phenomenon burnout in a consumer context, compared to previous research only focused on employee and student burnout. A conceptual model of consumer burnout and its association with suggested predictors and outcomes was built on the theoretical foundation of S-D logic, burnout, and engagement literature. Proposing that burnout occur because of the service experience. Through the gathering of quantitatively primary data for the sole purpose of investigating the phenomenon and its associations, it is possible to test whether or not the hypothesized relationships exists. The conjectured hypothesis, H_1 that burnout as a phenomenon occurs in the context of consumers, was corroborated by the overall findings of the study. The results validate the importance of investigating the construct further and contributes to the important but largely overlooked research area known as "the dark side of customer co-creation" (Gebauer, Füller, & Pezzeri, 2013; Heidenreich et al., 2015). The thesis at hand strives to contribute to

theory and practice by shedding some light on this issue. The research goal was first and foremost to show that burnout exists in the context of consumers and that it is not only an occurrence among employees and students. Also, it is important to make a distinction between employee (job) burnout, and the proposed consumer burnout, merely for the reason that a consumer burnout should not be regarded as severe as employee burnout. Even though they both represent a psychological state of distress, where one gets emotionally exhausted, an experience of depersonalization, and feelings of reduced personal accomplishment the level of severity is very different. Where one who experience job burnout, might not be able to come to work, it is argued that consumer burnout simply makes the customer burned out from dealing with the company. Nevertheless, even if it does not represent a severe form of burnout, it potentially can have an impact on other companies as well, since if the customer is already experiencing burnout, that customer might be more cautious about entering into a service experience with another company. Secondly, the conceptual model was suggested to examine the association between the expected predictors of burnout, and the construct itself. The findings show that role clarity (RC) had a strong association with burnout, and as such should be kept in the conceptual model for future research since H_2 was supported. The RC significance score of .000 indicates that chance is an extremely unlikely explanation, as there is less than a 1/1000 chance of a relationship this strong emerging, within a data set this large simply because of random chance. Because the relationship is significant, it facilitates confidence of an actual linear association between RC and burnout. The data indicated that lack of role clarity is a predictor of consumer burnout, whereas lack of self-efficacy and customer participation was non-significant predictors of consumer burnout in the sample. Overall, the regression analysis highlighted that while RC can be hypothesized as a predictor of burnout, it only accounts for approximately 20% of the variation of burnout among our sample, which leaves room for other factors to be investigated in future research. In addition to this, while RC had significant results, SE, and CP did not.

A possible explanation might be whether the scale for CP essentially captures participation, but only captures whether the participant found his/hers own

participation in the service provision important and essential, which is a construct focusing on the customers role in participation. Whether or not they want to assume a passive or active role. If the proposed hypothesis, H₃ would have been supported, it would have been possible to argue that people who want to assume the passive role is more likely to become burned out from the service experience, since the co-creating activities are forced on them, and not an active choice they make themselves.

Previous studies have argued that CP has created challenging situations for both customers and employees, who must take responsibility for their new roles and tasks in various service contexts (Yim, et al., 2012) that is customers are no longer passive participants but must assume active roles in the co-creation of value. In the past decade, customers have increasingly been encouraged to take on more active roles in producing goods and services (Bendapudi & Leone, 2003). Previous research on customer participation has focused on how to “employ customers” to increase productivity in the service delivery context (Dong, et al., 2008). The customers’ psychological response may vary depending on the level of participation required by the service experience. Whether they have to assume the role as a partial employee (i.e., the active role), thus regarding participation as work, or if they have no motivation to participate (i.e., the passive role) where the company is the sole provider of value. Nevertheless, it can also be argued that both roles might potentially lead to a burnout toward the firm in the way that if the passive role, with no regard to participation, is forced into a co-creating service experience it should theoretically lead to a degree of burnout toward the firm. However, with a customer who thinks participation is important and essential for the service experience, the expectations towards the outcome might be higher because of the active role. If then the expectations are not met in and/or after the value co-creation process, it is likely that the customer potentially could experience burnout toward the company.

Participation levels in co-creation efforts may vary over time within a relationship with a consumer (Hoyer, et al., 2010), it is also, therefore, essential to take this consideration, which the roles of the consumer may change depending on several factors. More research is required, with the aim of investigating the active/passive role in association with participation, co-creation of value, and essentially consumer burnout.

With regards to SE and its association with burnout, the findings showed no significant relationship between the two variables. Since, SE can be viewed as similar to the notion of operant resources (Xie et al., 2008), it is essential to investigate if there is any association with burnout. It was previously proposed that customers who do not have the appropriate operant resources, or believe that they have the right abilities to participate in the service experience are more prone to experience burnout thereof. Nevertheless, it was hypothesized that an association between the two would occur. That there is no significant relationship indicates that the hypothesis, H₄ should be rejected, since there is no sufficient evidence to the contrary. Conversely, it is proposed that self-efficacy can be regarded as an iterative process, where SE influences the service experience, which in turn has an impact on satisfaction. If satisfaction is met, it will augment SE, and, in general, motivates other personal resources for the next service experience. However, with the case of burnout, where the consumer potentially feel that he or she does not have the appropriate resources to participate in the value co-creation process, the feelings associated with burnout might potentially augment the lack of SE, creating a destructive value co-creation cycle, that is the concept of co-destruction.

As the service experience become broader and more complex, identifying factors that potentially can predict burnout and the outcomes become increasingly important. In summary, although the subscales for SE and CP have fairly high internal consistency reliability, according to Cronbach's alpha, the findings have been hard to interpret. Further evaluation on the scales is recommended before continued use in connection to consumer burnout. The next question is then what happens when a customer is experiencing burnout towards a company? A longitudinal study would be able to shed some light on what happens next for the burned out customer. Does burnout augment burnout, creating a vicious cycle? By measuring burnout within the same sample during a longer period, combined with qualitative interviews of those participants who are exhibiting burnout, would provide valuable insight on the concept of consumer burnout.

Satisfaction & Engagement

Customer satisfaction is one of the most important concepts of the marketing literature, as it allows the linking of buying and consumption processes with post-purchase behavior, such as WOM, intentions toward future co-creation, etc. It is suggested that the customer's involvement and role in the value co-creation processes probably have consequences from the point of view of assessing their satisfaction with the service/product (Vega-Vazquez et al., 2013). If customers are always considered as active participants in the value co-creation process, as in S-D logic, their satisfaction must be an outcome of this. Previous research found a positive, significant relationship between value co-creation and satisfaction (Vega-Vazquez et al., 2013). Stating that if satisfaction is a direct consequence of the customer's interaction in the value co-creation process, then burnout originating from co-creation will have a negative effect on satisfaction, as stated in H_{5a}. The notion that burnout trigger a decline in customer satisfaction can be supported by the findings of this study, since the impact of burnout on satisfaction, was found highly significant. In this sense, customers who experience burnout toward a company, are essentially less satisfied with the overall service experience.

As for engagement, it was predicted in H_{6a} that burnout decreases engagement. The relationship found between the two constructs, can be labeled as moderate, and the results indicated a significant finding. Which offers support to the proposed hypothesis Hollebeek et al. (2014) states that engagement is a multi-dimensional concept reflecting a motivational state. It includes relevant cognitive, emotional, and behavioral dimensions, although the specific expression of engagement may vary across contexts. It is proposed that the CBE scale is useful for seeking to predict specific consumer behavior outcomes. Furthermore, they divide companies into "highly engaging" and "non-engaging" brands, where a 'brand' is defined as the totality of all stakeholders' mental associations about the organization and its related objects (e.g., the organization's website). Non-engaging brands are perceived as a necessity, with a predominant focus on utilitarian, compared to hedonic needs, and usually chosen because of functionality and price-consciousness. It is argued that the three industries applied in the questionnaire (i.e., telecommunication, airline, and insurance companies), can be defined in general as non-engaging brands, mainly

serving utilitarian needs, and are most often chosen on the background of price-consciousness. As such they might not evoke an emotional relationship (i.e., engagement) between the customer and themselves. Based on this, it is believed that organizations that are perceived as non-engaging brands by the customers potentially have a higher degree of burnout among customers who are involved in the value co-creation process. Customers who perceive brands as non-engaging might not be aware of their role in the service experience (i.e., role clarity), and potentially do not believe that their participation is essential or important to the process, and, therefore, have a higher chance of experiencing burnout towards the company. Whereas brands that are highly engaging, (i.e., companies that are rated with high scores on the CEB scales in the questionnaire), may have less burnout among their customers. In the sample, the three subscales covering the CEB concept, had low scores for cognitive and affection (Cog. Mean = 2.60, Std. D = .84; Aff. Mean = 2.52, Std. D .83), whereas activation had a higher score (Act. Mean = 3.46, Std. D = 1.02). Indicating that in general (i.e., in the sample), engagement is low. However, a higher mean score for activation might be a result of customer lock-in within the industries (e.g., subscription lock-in period for telecommunication providers, loyalty programs for airlines, etc.), therefore forcing the participants to stay with the company because the switching costs are perceived too high. Regarding cognitive processing, it can be argued that the scale does not take into account negative or positive interactions. Item one ("Interacting with the employees get me to think about the company") and item number two ("I think about the company a lot when I'm interacting with the employees") on the cognitive processing subscale is ambiguous regarding the setting of the service experience. It is argued that a customer involved in a negative service experience might rate high on those items, however in negative thoughts. Based on this, an exploration of negative customer brand engagement is recommended for future research on its relationship with consumer burnout. Besides the CBE scale measuring the brand engagement of customers, Chandler and Lusch (2015) proposes five properties of engagement that can either be external or internal and who all have an influence on the customer's engagement behavior. They propose that engagement is based on the past, present, and future dispositions, as well as temporal and relational connections, surrounding an actor. Because value propositions can invite

different actors to engage in service experience, there are potentially many different sets of connections and dispositions that may contribute to a service experience, thus always making it unique. It is proposed that service experience is "when the service comes alive" for each actor, regardless of where or when the actor is engaged (Sandström, Edvardson, Kristensson, & Magnusson, 2012). Engagement occurs, according to Chandler and Lusch (2015), when all five properties are aligned. Engagement can emerge from a positive service experience. However, the authors do not reflect on what would happen in a negative service experience, or if the alignment of the properties does not happen. Regarding burnout, it is speculated that an experience of burnout would disturb the properties, and, therefore, result in disengagement. Reflecting on the findings, future research should explore the notion of internal and external properties that might impact consumer burnout and vice versa. Another interesting association that could be included in the conceptual model, for future research, is that of engagement and satisfaction. It has previously been established, that customer satisfaction has been viewed as a consequence of engagement (Brodie et al., 2011). Testing this theory within the sample applied for this study indicates a strong relationship ($R = .623$) that is highly significant ($\beta = .936$, $p < .001$), ($F(1,201) = 127.45$, $p < .001$). Thus, it can be hypothesized that burnout decreases the level of engagement, which in turn decreases satisfaction.

WOM

The conceptual model depicts how customer burnout affects satisfaction, which then affects the customers' behavioral outcomes, such as WOM and intentions toward future co-creation. The strong relationship indicates that customer satisfaction affects traditional word-of-mouth communication (WOM_{off}) suggesting that customers who are less satisfied because of burnout, are more likely not to engage in WOM.

Nonetheless, H_{5b} anticipated an increase in negative WOM overall. However, the scale used to measure WOM_{off} reflects positive WOM in the way they are worded (e.g., "I say positive things about the company and its employees to others" etc.).

Reconsidering the choice of scale, it might not measure negative WOM and, therefore, making it inadequate for the purpose of measuring negative WOM_{off}, since the opposite end of the scale does not necessarily imply that the participants engage in

negative WOM if they have answered "disagree"/"strongly disagree." With that in mind the proposed hypothesis, H_{5b} cannot be accepted since the findings do not with certainty reflect what was expected. Conversely, it is possible to argue based on the significant findings of WOM_{Off} and its association with satisfaction that customers satisfaction level affect WOM, in the way that the less satisfied, the more unlikely it is that WOM will occur as an outcome. In other words, a decline in satisfaction decreases WOM in general, and not necessarily increases negative WOM. The same relationship can be accounted for the other way around; the more satisfied, the more likely is it that positive WOM will occur as a consequence thereof.

Additionally, a strong relationship between WOM_{Off} and engagement was supported by the findings. However, the same reservation about the scale also applies to this association. So even though the results were significant, lending support to H_{6b}, it again might have only captured whether the customer would engage in positive WOM or nothing at all, and not necessarily engage in negative WOM. In sum, the findings indicate that there is a relationship between WOM_{Off} and engagement, proposing that a decline in engagement decreases WOM overall.

When it comes to measuring WOM_{On} and its association with satisfaction (H_{5b}) and engagement (H_{6b}), the same concern is relevant (i.e., the phrasing of the items). Though, one item on the scale measuring WOM_{On} asked participants to rate on the Likert-scale if they ever had written a negative review about the company on a social media site. Going through all the responses on that item produced in a frequency table in SPSS, it revealed that three (out of N = 203) participants answered "agree" and only one checked the "strongly agree" box. The rest was divided between "strongly disagree" (85 participants), "disagree" (52), and "neutral" (20), whereas 42 participants indicated that they are not on any social media site. In general the results, revealed a mean of 1.7, with a Std. Deviation of .63, of all the responses on WOM_{On}, arguing that in general the participants in the sample are not engaging in WOM on social media sites, whether or not they are experiencing burnout. Leaving the interpretation of the results questionable in regards to accepting or rejecting the hypotheses.

The two constructs of WOM, online and offline respectively, were not computed into one variable in order to be tested against the others. The reason for this is that research has indicated that there is a difference in the two since customers might engage in WOM offline, but not necessarily online. Additionally, findings in a study conducted by Meuter et al. (2013) indicated that WOM_{Off} is more powerful and influential than WOM_{On}. Both positive and negative WOM are strategically important because WOM is typically associated with extreme satisfaction or dissatisfaction, where negative WOM is the less common of the two. East et al. 2007 suggested positive WOM was three times more likely to be given than negative WOM (Sweeney, Soutar, & Mazzarol, 2014). Moreover, WOM, in general, is likely to change over the customer's life cycle (Bijmolt, et al., 2010), depending on the experiences the customer has as a co-creator of value.

WOM is considered a behavioral outcome of engagement in the literature (FIND REF), in the way that customers can show their engagement toward a firm by spreading WOM to other customers and people in their network. In general, this behavior is labeled as positive and does not reflect the level of engagement customers' show when partaking in negative WOM. The emotional response of anger has previously been shown to predict negative WOM, whereas sadness does not (Wetzer, Zeelenberg, & Pieters, 2007). Emotions give specific directions to behavior, what kind of action is desired depends on the goals related to the emotions. Negative emotions are affective reactions with a specific valence, triggered by certain situations. For example, service failure has been indicated to evoke negative emotional responses. However, it also depends on the customer's available resources to engage in the situation, among other internal and external factors. In summary, even though hypotheses H_{5b} and H_{6b}, showed significant associations with respectively satisfaction and engagement, it was proposed that a decrease in the two would result in an increase of negative WOM. Thus, it can be argued based on the results of this study, that burnout has an effect on engagement and satisfaction, which in turn, individually have an impact on the consumer generated WOM, especially in person (i.e., offline).

It was concluded earlier, that the scales used in the questionnaire might not measure negative WOM, but only whether participants are engaging in positive WOM or not.

From a theoretical perspective, further research on the association between a decrease of satisfaction/engagement leading to an increase in negative WOM is required, to truly establish this relationship.

Future Co-creation

The exposed relationship, and supported hypothesis H_{5c}, between satisfaction and intentions toward future co-creation, expresses that consumers who are less satisfied with the service experience are also more likely to have no intentions toward future co-creation. The same can be accounted for the other way around, with a positive relationship: the more satisfied, the more likely their intentions are to co-create with the same company in the future. Intentions toward future co-creation are the likelihood that the customer will interact with the company in the near future. Customer satisfaction can be regarded as two types: transaction-specific and overall satisfaction, and which both potentially can influence intentions toward future co-creation. Transaction-specific refers to the customer's satisfaction with a discrete service encounter, and overall satisfaction refers to the customer's satisfactions with the organization based on all encounters and experiences with that particular organization (Van Vaerenbergh et al., 2014). It can be argued that burnout, resulting from several encounters with a company, will decrease satisfaction even more so than compared to burnout stemming from one transaction-specific encounter, and in the end potentially reducing the intentions toward future co-creation to zero intentions. Conversely, as mentioned earlier companies who create lock-in situations for their customers might still experience a high retention rate as the customers are forced to use the same company again if the switching costs are perceived as too high, potentially creating a state of forced retention that intensifies consumer burnout, unless it is dealt with.

At last, the study's results indicated support for the relationship between engagement and future co-creation. Significant support was found for the hypothesis (H_{6c}). Because co-creation can be regarded as a behavioral outcome of engagement. The association between the two indicates that if engagement is decreased by burnout, then intentions toward future co-creation will decrease as well, potentially leading to a termination of the customer's engagement with the brand in question. Nevertheless,

as stated earlier customers who are experiencing an unfair distribution of resources, thus becoming burned out might still be highly engaged, however resulting from negative emotions. These negative emotions might also decrease future co-creation. Since consumer engagement is a context dependent, psychological state characterized by fluctuating intensity levels that occur within dynamic, iterative engagement processes (Hollebeek, 2011), it will vary depending on the anticipated and perceived expectations of the service experience. Thus leading to the manifestation of different engagement behavior outcomes. Engagement plays a central role in the process of relational exchange (i.e., the value co-creating service experience), where other relational concepts (e.g., involvement and participation) act as engagement antecedents and/or consequences in dynamic engagement processes. The iterative nature of the consumer engagement process implies that specific relational consequences of engagement may act as antecedents in subsequent (sub-) processes and/or cycles (Hollebeek, 2011; Brodie, et al., 2013). Little literature addresses how to encourage customers to participate in future value co-creation when a service failure occurs (Dong, et al., 2008). With the case of burnout resulting from a service failure, future research should focus on how to prevent burnout from augmenting itself in the subsequent processes that are the future co-creation of value interactions. Additionally, the customer's intentions toward future co-creation defined as a customer's willingness to participate in service production and delivery in the future (Dong, et al., 2008), has been argued to have a direct link from customer participation, self-efficacy and role clarity. As customers are more involved in the service experience, the skills and confidence they need to complete the task(s) required are improved. Therefore, task related self-efficacy is expected to increase as well, according to Meuter et al. (2005). Seltzer (1983) advocate the notion that when customers believe they are capable of performing a task, they will be more likely to engage in that behavior. Self-efficacy is then proposed to be a strong predictor of behavioral intention (Dong, et al., 2008). Likewise, as role clarity increases, customers will enhance their understanding of role requirements and be more likely to participate in future co-creation (Meuter, et al., 2005). These arguments indicate that even though the findings of this study suggested that CP and SE were non-significant in relations to burnout. It can still be argued that on the basis of the previous research

indicating a positive link between the variables, which it would have been likely to occur in this setting, although as a negative association. Further testing of the overall relationships in the conceptual model is advised, in order to truly falsify the proposed hypotheses.

In general, future research should re-test the proposed model, and examine whether the findings of this study can be generalized to other samples and settings, with the aim of establishing a deeper understanding of the concept of consumer burnout and determining other predictors and outcomes of the phenomenon.

Practical Implications

For decades in research specific on the matter, burnout has been showed to be a severe problem for employees within the organizational context. With the emergence of the active consumer co-creating value in interaction with the companies, it has been argued in this thesis that, the consumers now find themselves working for the companies to reap the benefits. Following the notion of S-D logic's service-centered view where the customer is always a co-creator of value, and acts as resource integrators in order to achieve the individually determined value. In S-D logic co-creation of value is embedded in every interaction between customer and company. However, the question is now how to deal with consumer burnout, how to stop it from reinforcing, and essentially how to prevent it from happening in the first place. The area in organizations that the concept of consumer burnout has the most implications for is that of *customer relationship management* (CRM). CRM focuses on establishing, maintaining and enhancing long-term relationships with the customer in order to create a competitive advantage (Josiassen, Assaf, & Cvelbar, 2014). In other words, CRM is the acquisition, development and retention of customers, overall building relationships in order to first gain a competitive advantage, and thereby gaining a value. In line with this, research indicates that firms, which have stronger relationships with customers, perform better overall (Reinartz, Krafft, & Hoyer, 2004). The present study yields some potential key insight for practitioners. For many

companies, the questions are not whether or not to implement co-creation strategies, but rather to adopt the right Service-Dominant thinking and getting consumers prepared for the value co-creation process on their own terms. In CRM vocabularies, the customer life cycle, involves the acquisition, development, and retention (Bijmolt, et al., 2010). In terms of customer burnout in the customer life cycle, the prediction of customer willingness and abilities to engage in co-creating activities (Fuchs, Prandelli, & Schreier, 2010) would serve as a great help to managers before engaging with customers. Hence, customers who are not willing to participate and have the abilities to engage in the service experience are more likely to experience burnout if they are not ready or want to assume the role as the co-creating customer. The findings of this study showed that role clarity is an important factor when it comes to how the service experience is perceived, and as such can explain much of why burnout occurs. By establishing a lack of role clarity as a strong predictor of burnout, it is possible to propose tactical strategies that managers can use to influence role clarity, and in that way prepare the consumers for the service experience, and potentially avoiding consumer burnout or the reinforcing of it. Management can take several steps to influence the customer's role clarity (Meuter et al., 2005). For example support, in the form of detailed, customer-friendly instructions and aids. Essentially offering support for the customer in order, so they are ready to engage in the service experience. Individual customers can get more out of their interaction experience if they have a better understanding of how and/or what to do within the interaction sphere. It is, therefore, essential to a company, to help individual customers to develop their own capabilities and knowledge since customers' ability to co-create value depends on their own access to knowledge and skills (Karpen et al., 2012). Consumer readiness, or customer role readiness has in previous research been established as being essential for a successful service experience (Meuter et al., 2005; Verleye et al., 2014). This psychological process, which role clarity is and important part of among motivation and ability, tells the degree to which a customer feel prepared for encounters with the organization (Verleye et al., 2014). As role clarity reflects the consumer's knowledge and understanding of what to do, it highlights the need for organizations to support and facilitate the operant resources needed for co-creation, whether it is co-production or value co-creation. As Schneider and Bowen (2010) put it "co-creation is

most likely to occur effectively when an appropriate psycho-social context is created for people as they produce, deliver and experience a service process" (p. 31; Karpen et al., 2012 p. 27). This research demonstrates that there is a need for organizational support to increase customers' role clarity, and potentially their motivational level and abilities as they are part of the role readiness concept. Motivation refers to the desire to receive the benefits associated with the service experiences while ability relates to possessing the required skills and confidence to complete the task. The need for organizational encouragement is supported by the notion that value co-creation refers to assisting customers in co-construction and engaging in superior experiences (Karpen et al., 2012). This requires that the firm's strategic focus should rely on the understanding of customers' role in the service experience, how it can facilitate and assist individual customers in order to gain a competitive advantage. Since, the integration of operant resources can be a source of competitive advantage (Vargo & Lusch, 2008a).

The main issue for managers is how to deal with customers who are experiencing burnout toward their company. Following the proposed S-D logic *orientation* presented by Karpen and colleagues (2012) in their award-winning article "Linking Service-Dominant Logic and Strategic Business Practice (...)." S-D logic orientation represents a set of strategic capabilities that enable an organization to co-create value in service exchanges with customers, intermediaries, suppliers or employees (i.e., what S-D logic calls value network partners). The capabilities, that is a firm's individuated, relational, ethical, empowered, developmental, and concerted interaction capabilities provide organizations with a foundation for bridging S-D logic with company strategies. If a customer is experiencing emotional exhaustion, withdrawal from the company itself, and is having doubts about their personal abilities to accomplish the desired goal, it is, even more, crucial for the managers to understand the individual customers' resource integration processes, contexts, and desires. Thus, be able to anticipate the individual circumstances in the given situation, and in that way facilitating better experiences for the individual customer. This is what Karpen et al. (2012) present as the *individuated interaction capability* and is defined as "an organization's ability to understand the resource integration

processes, contexts, and desired outcomes of individual customers and other value network partners” (p. 25). For an organization, this means that they need to use the experience of individuals as a starting point, rather than departing in its own products and services. Ramaswamy and Gouillart (2010) highlights the idea that the customer should not be forced into a situation that they were not prepared for or chose themselves, by stating that the development of exciting experiences with individuals requires that they (i.e., the customers) be allowed to engage in interactions of their own choosing. Instead, companies should try to empower individual customers to influence the service experience and essentially the outcomes. Critical for CRM managers would be to implement a focus on the customer as an individual before engaging in relational interaction. This might potentially help prevent burnout, in the way that the company will understand the single customers operant resources, and their opinion on involvement in the service experience. The research of Verleye et al. (2014) demonstrates that organizational socialization, organizational support, and support from other customers increase customers' role readiness. Which indicates that customer-to-customer interaction, including WOM, can be of great help for managers, however, difficult to control since it can be both positively and negatively shaped. It is argued that social processes involved in the service interaction, have the power to negatively shape the experience (i.e., other actors in the service network) (Rahman, et al., 2015). A company can support the customers by providing online chats and customer forums on the website or on social media sites, where it is easy for the customer to reach out to a representative of the firm, as well as facilitating customer-to-customer interactions. This way the company will be able to monitor the interactions and potentially help shape the interactions between the customers. Essentially, communication will help create relationships with customers through social interaction processes on the customers' own terms, while always keeping in mind the individual focus as well. This relational interaction is according to S-D logic representative of the very nature of exchange. Forcing customers into a relationship, might lead to consumer burnout, and is inconsistent with S-D logic, viewing customers as social relationship partners and not as isolated targets (Karpen, et al., 2012) with whom co-creative activities are forced upon. As a strategy, relationship development is supported by S-D logic and stresses that a shift

to conversation and dialog is preferred opposed to propaganda, as well as a focus on relational rather than transactional exchange (Lusch, Vargo, & Tanniru, 2010). The implication of the relational focus strategy is to find a balance in the way that the customer did not feel overwhelmed and annoyed by the company's intentions, not ending up in a burned out state toward that company. The individuated interaction focus is, therefore, even more, essential for managers to implement before trying to build relationships with customers. Since customers will have higher or lower degrees of engagement with the firm depending on their psychological states and motivational levels for cognitive, emotional, and behavioral efforts (Van Doorn, et al., 2010) what is referred to as cognitive, affection, and activation in the CBE scale applied in this thesis.

While co-creation has become an attractive option for companies to utilize customer-provided resources (e.g., ideas and efforts emerging during co-production) to strengthen their competitive advantage, it has been shown in this study that customers do experience burnout as a result of the service interaction between them and the other network actors in the co-creating experience. As Lusch and colleagues (2007) point out, such activities should be consistent with the customer's desired level of involvement. That is a customer who do not perceive involvement as important and essential for achieving the desired goal should not be forced into activities of co-creation. Another capability that could potentially prevent or deal with burnout is that of empowerment. From a strategic perspective, this means empowering customers by finding ways to engage and activate them, to utilize their knowledge and skills in the co-creation process (Karpen, et al., 2012). It concerns empowering the customers by letting them make decisions about the content and nature of the exchange. These customer inputs are essential for managers, who are able to provide improved platforms for customers in order to better meet preferences. Customer feedback has been regarded as an important factor during or after the interactions so firms can learn from prior engagements and redeploy knowledge (Ballentyne & Varey, 2006). Nevertheless, this study has shown that engagement and satisfaction are affected by burnout. Thus reducing the likelihood that the customer will leave feedback after the interactions (i.e., especially regarding WOM communication). Or even provide feedback during the next interaction if the customer is forced into a

future co-creation interaction, for example by the previously discussed lock-in that automatically retains customers if the switching costs are perceived as too high.

The overall focus of S-D logic is that of the service experiences. Since, value co-creation occurs within social environments, is formed by social forces, and reproduced in social structures of the value network (Karpen, et al., 2012), the understanding of which service-driven cultural values and leadership styles that are needed to support co-creation, is important in order to avoid the phenomenon of consumer burnout. Co-creation involves encounters that influence the customer's ability, willingness and opportunities to co-create with the supplier, that is the customers role clarity, participation/involvement, and self-efficacy. Companies who understand and facilitate the role of the customer can develop processes to support and improve a customer's capability to co-create. Thus, decreasing the chances of the customer to feel burnout towards to company because of excessive demands on the consumer.

Further research is highly recommended in a larger sample, or within another setting in order to explore the different associations proposed in this exploratory study. Even though, self-efficacy and customer participation (involvement) were found to be non-significant, previous research indicates that these two factors should have a connection with burnout in the context of consumers. Burnout in the context of consumers might be an overall sign of something is wrong in the service experience. Whether it is because the demands are too high on the customer, where co-creation of value is perceived as work, or they are unclear about their role and abilities. One thing is clear: consumer burnout toward a company in the service dominant society is something that should be explored further with the aim of establishing concrete evidence, and proposing solid suggestions on ways to prevent and deal with the phenomenon as a manager.

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Appendix

Appendix I: Questionnaire – English Version

Survey on Consumer Burnout – Switzerland

Participate in this survey for a chance to win one out of five gift cards for Coop each valued at 50CHF

Dear Valued Participant,

Your participation in this survey is significant, for the data collection process, for my master thesis.

It will therefore be highly appreciated if you would use 10 minutes of your time to answer the following questions.

Please note, that all responses are treated with confidentiality, will remain anonymous at all time, and will only be used for academic purposes.

Note that you must reside in Switzerland in order to participate.

Thank you in advance for your time and contribution.

Kind regards,

Anne Sofie S. Halby

- Master Thesis Student at Copenhagen Business School, Denmark.

Kindly consider your last interactions with your telecommunications-, insurance- or airline company over the past 12 months regarding a specific product or service.

Examples, but not limited to:

Telecommunication: Swisscom, Orange, Salt, Sunrise etc.

Insurance: Zurich, Die Mobilar, Sanitas, Helvetia etc.

Airline: Swiss, Edelweiss, Easyjet, Skyworks etc.

Then, recall the times that you have interacted with an employee of this company (via phone, chat or face-to-face) during the paste 12 months.

The following questions all relate to your experiences with the company.

1. While recalling your interactions with the company, kindly rate the following items regarding your emotions *

** Emotional Exhaustion (Adapt from the Maslach Burnout Inventory)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I felt emotionally drained from dealing with this company.					
2) I felt used up after dealing with this company.					
3) I felt fatigued when I had to think about or face this company.					
4) Dealing with this company was really a strain for me.					
5) I felt burned out from dealing with this company.					
6) I felt frustrated when dealing with this company.					
7) Dealing with this company put too much stress on me.					
8) I feel dismayed by the actions of the company.					
9) I felt I was exerting too many efforts in dealing with this company.					
10) I felt like I was at the end of my rope whenever I had to deal with the company.					
11) The interactions took more emotional energy from me than it should.					

2. While recalling your interactions with the company, please rate the following items *

** Depersonalization (Adapt from MBI)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I became more callous toward people of this company since I started dealing with them.					
2) I didn't really care what happened to this company or its people.					
3) I felt I treated employees as if they were impersonal objects.					
4) I worried that dealing with this company hardened me emotionally.					
5) I felt employees blamed me for some of their problems.					
6) I became less interested in dealing with the company.					
7) I just wanted my requests solved and not be bothered.					
8) I feel indifferent towards employees of the company.					
9) I became less sympathetic toward the company and its employees.					
10) I feel alienated from the company.					

3. While recalling your interactions with the company, kindly rate the following items*

**Personal Accomplishment (Adapt from MBI)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I dealt very effectively with the offerings from the company.					
2) I felt I positively influenced the service outcome through my participation.					
3) I could easily create a relaxed atmosphere when dealing with this company.					
4) I felt exhilarated when I accomplished the desired outcomes related to this company.					
5) I accomplished many worthwhile things dealing with this company.					
6) I was effective at getting things done when dealing with this company.					
7) I could effectively solve problems that arose with this company.					
8) I felt very energetic as a customer of the company					
9) I could easily understand how employees of the company felt about things.					
10) During my interactions, I dealt with emotional problems very calmly.					
11) I really understand how to interact with the company in an effective way					

4. Please rate the following items, regarding your own participation in the service process during interactions with the company in question *

** Customer Participation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) To me, participation in service provision (services offered by the company) is <u>important</u>					
2) To me, participation in service provision (services offered by the company) is <u>essential</u>					

5. While recalling your interactions with the company, kindly rate the following items *

** Mandatory Participation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) My participation in this service process is mandatory.					
2) I must be involved in this service					

process to get the desired outcome.					
3) The company can only solve my request when I put significant efforts into the service process					
4) My requests can only be solved when I interact with an employee of the company					
5) Interacting with an employee of the company is necessary to solve my requests.					

6. While recalling your interactions with the company, please rate the following items regarding the clarity of you role in the service process *

** Role Clarity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I feel certain about how to effectively perform my role while dealing with this company.					
2) The steps in interacting with the company are clear to me.					
3) I know what is expected of me when I use the company.					
4) I am NOT sure how to deal with this company properly.					
5) I believe there are only vague directions regarding how to deal with this company.					

7. Kindly rate the following items regarding how you felt about yourself during the interactions you have had with the company *

** Perceived Self-efficacy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I believe in my ability to participate effectively when dealing with this company.					
2) I do not doubt my ability to interact with this company.					
3) I believe I have excellent participation skills related to my interactions with this company.					
4) I am proud of my participation ability to interact with the company.					

8. While recalling your interactions with the company, kindly rate the following items regarding the outcome that you expect to receive after these interactions *

** Importance of Outcome

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) The desired outcome is very important to me					
2) Achieving the desired outcome will significantly impact me					
3) The desired outcome is highly valuable to me					

9. While thinking of your last interactions with the company, kindly rate the following items regarding your satisfaction *

** Customer Satisfaction

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I am satisfied with the services provided					
2) This company is a good company to do business with					
3) The service of this company meets my expectations					
4) Overall, I am satisfied with the service provided by this company					

10. After recalling your last interactions with the company, kindly rate the following items regarding your intentions *

** Intention towards future co-creation

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I will reach out to this company in the future					
2) I will <u>consider</u> using this company as my first choice when I have problems again in the future					
3) I will <u>choose</u> the company next time I have problems					

11. Kindly rate the following items, regarding your willingness to spread positive judgment to your network in person *

** Word-of-Mouth Offline

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I say positive things about the company and its employees to others					
2) I recommend the company and its employees to others					

12. Are you on a social media site? (Examples, but not limited to Facebook, LinkedIn, Instagram.)

If **no**, please go straight to next page (Section No.13).

If **yes**, please answer the following questions regarding your willingness to spread positive or negative judgments about the company online *

** Word-of-Mouth Online

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I say (write) positive things about the company and its employees to my network on social media sites					
2) I recommend the company and its employees to my network on social media sites					
3) I engage in discussions about the company's services/products/employees on social media sites					
4) I have written a positive review on a social media site about the company					
5) I have written a negative review on a social media site about the company					

13. After recalling your interactions with the company, kindly rate the following items regarding your engagement with the company *

** Customer engagement – Cognitive Processing (Hollebeek, Glynn & Brodie 2014)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) Interacting with the employees gets me to think about the company.					
2) I think about the company a lot when I'm interacting with the employees.					
3) Interacting with the employees stimulates my interest to learn more about the company.					

** Customer engagement – Affection (Hollebeek, Glynn & Brodie 2014)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I feel very positive when I deal with this company.					
2) Dealing with this company makes me happy.					
3) I feel good when I interact with the company's employees.					
4) I am proud to use the company.					

** Customer engagement– Activation (Hollebeek, Glynn & Brodie 2014)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1) I use this company more often than other companies belonging to the same category.					
2) Whenever I'm using this type of companies, I usually use this company.					
3) This company is one that I normally use when I need to use this type of company.					

14. Kindly state how many times you have interacted with a representative of the company over the last 12 months

	One time	Two times	Three times or more
Within the last 12 months, how many times did you approximately interact with an employee of the company with regard to a specific product or service?			

Kindly select you gender

	Female	Male
Your gender:		

Kindly choose your age group

	20 or under	21-30	31-40	41-50	51-60	61 or above
The age group you fall within:						

Kindly state your education level

	High school or below	Diploma or Bachelor degree	Master Degree or above
What is the highest degree or level of school you have completed?			

Kindly choose the category that best describes your annual gross income (before tax)

Salary category:	Under 10.000CHF	10.000 – 29.999 CHF	30.000 – 59.999 CHF	60.000 – 99.999 CHF	100.000 – 149.999 CHF	150.000 CHF or above	Rather not specify

Nationality

Please state your nationality:	
--------------------------------	--

Would you like to disclose which industry and/or company that you had in mind during this survey?
Optional only.

Industry/Company	
------------------	--

Win a gift card for Coop worth 50CHF

For a chance to win one out of five gift cards for Coop with a worth of 50CHF each please provide your email address: _____.

On November 15 2015 at noon, the winner will be drawn among the participants who entered their email along with the survey. (Please note that your email address will only be used to contact the winner, and will not be used for any marketing purposes, and will not be given to any third party).

Thank you for your participation in this survey it is greatly appreciated 😊

Appendix II: Questionnaire – German Version

(Final proofread version)

Umfrage zu Kunden-Burnout – Schweiz

Nehmen Sie an dieser Umfrage teil, um einen von fünf Coop-Einkaufsgutscheinen im Wert von 50 CHF zu gewinnen

Sehr geehrte/r Teilnehmer/in,

Ihre Teilnahme an dieser Umfrage ist von grosser Bedeutung, sowohl für den Datenerhebungsprozess als auch für meine Masterarbeit.

Ich wäre Ihnen daher sehr dankbar, wenn Sie 10 Minuten Ihrer Zeit investieren würden, um die folgenden Fragen zu beantworten.

Bitte beachten Sie, dass alle Antworten vertraulich behandelt werden, stets anonym bleiben und nur für Studienzwecke verwendet werden.

Beachten Sie, dass Sie Ihren Hauptwohnsitz in der Schweiz haben müssen, um teilnehmen zu können.

Vielen Dank im Voraus für Ihre Zeit und Ihre Hilfe.

Mit freundlichen Grüßen,

Anne Sofie S. Halby

- Master-Studentin an der Copenhagen Business School, Dänemark.

Bitte denken Sie an Ihre letzten Kontakte mit Ihrem Telekommunikations-, Versicherungs- oder Flugunternehmen in den vergangenen 12 Monaten bezüglich eines bestimmten Produktes oder einer bestimmten Dienstleistung zurück.

Beispiele:

Telekommunikation: Swisscom, Orange, Salt, Sunrise etc.

Versicherung: Zurich, Die Mobilar, Sanitas, Helvetia etc.

Fluggesellschaft: Swiss, Edelweiss, Easyjet, Skyworks etc.

Denken Sie anschließend an die Momente in den vergangenen 12 Monaten zurück, als Sie mit einem/r Mitarbeiter/in dieses Unternehmens Kontakt hatten (per Telefon, Chat oder vor Ort).

Die folgenden Fragen beziehen sich alle auf Ihre Erfahrungen mit dem Unternehmen.

1. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich Ihrer Gefühle *

** Emotionale Erschöpfung (basierend auf dem Maslach Burnout Inventory)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich fühlte mich durch den Kontakt mit diesem Unternehmen emotional erschöpft.					
2) Nachdem ich mit diesem Unternehmen Kontakt hatte, fühlte ich mich verbraucht.					
3) Ich fühlte mich erschöpft, wenn ich über dieses Unternehmen nachdenken oder mit ihm Kontakt haben musste.					
4) Es war für mich wirklich belastend, mit diesem Unternehmen Kontakt zu haben.					
5) Ich fühlte mich durch den Kontakt mit diesem Unternehmen ausgebrannt.					
6) Ich fühlte mich durch den Kontakt mit diesem Unternehmen frustriert.					
7) Der Kontakt mit diesem Unternehmen hat mich zu stark belastet.					
8) Ich bin bestürzt angesichts der Handlungen dieses Unternehmens.					
9) Ich glaubte, dass ich mich im Kontakt mit diesem Unternehmen zu sehr abmühte.					
10) Ich fühlte mich, als ob meine Geduld bei jedem Kontakt mit diesem Unternehmen am Ende wäre.					
11) Die Kontakte forderten mehr emotionale Energie von mir, als mir gut tut.					

2. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen *

** Depersonalisation (basierend auf MBI)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich bin kühler gegenüber Mitarbeiter/innen dieses Unternehmens geworden, seit ich zum ersten Mal Kontakt mit ihnen hatte.					
2) Mir war es egal, was mit diesem Unternehmen oder seinen Mitarbeiter/innen geschieht.					
3) Ich glaubte, dass ich manche Mitarbeiter/innen behandelte, als wären sie unpersönliche „Objekte“.					
4) Ich befürchtete, dass der Kontakt mit diesem Unternehmen mich emotional verhärtet.					
5) Ich hatte das Gefühl, dass mir die Mitarbeiter/innen die Schuld für manche ihrer Probleme gaben.					
6) Ich hatte immer weniger Interesse, mit diesem Unternehmen Kontakt zu haben.					
7) Ich wollte nur, dass meine Wünsche erfüllt werden, und ich nicht weiter belästigt werde.					
8) Ich fühle Gleichgültigkeit gegenüber den Mitarbeiter/innen dieses Unternehmens.					
9) Ich hatte immer weniger Sympathie für das Unternehmen und seine Mitarbeiter/innen.					
10) Ich fühle mich von diesem Unternehmen abgeschreckt.					

3. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen *

**Persönliche Erfüllung (basierend auf MBI)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich habe die Angebote des Unternehmens sehr erfolgreich genutzt.					
2) Ich habe das Ergebnis der Dienstleistung durch meine Teilnahme positiv beeinflusst.					
3) Ich konnte beim Kontakt mit diesem Unternehmen mühelos eine entspannte Atmosphäre schaffen.					
4) Ich war sehr erfreut, als ich die gewünschten Ergebnisse im Zusammenhang mit diesem Unternehmen erreichte.					
5) Ich habe im Kontakt mit diesem Unternehmen viele wertvolle Dinge erreicht.					
6) Ich konnte im Kontakt mit diesem Unternehmen Dinge erfolgreich erledigen.					
7) Ich konnte Probleme, die mit diesem Unternehmen auftraten, erfolgreich lösen.					
8) Ich fühlte mich als Kunde des Unternehmens sehr tatkräftig.					
9) Ich konnte leicht verstehen, wie es den Mitarbeiter/innen des Unternehmens geht.					
10) Während meiner Kontakte bin ich sehr gelassen mit emotionalen Problemen umgegangen.					
11) Ich verstehe wirklich, wie man auf erfolgreiche Weise mit dem Unternehmen umgeht.					

4. Bitte bewerten Sie die folgenden Aussagen bezüglich Ihrer Beteiligung am Dienstleistungsprozess während Ihrer Kontakte mit dem entsprechenden Unternehmen *

** Kundenbeteiligung

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Für mich ist die Beteiligung an der Erbringung der Dienstleistung (vom Unternehmen angebotene Dienstleistungen) <u>wichtig</u>					
2) Für mich ist die Beteiligung an der Erbringung der Dienstleistung (vom Unternehmen angebotene Dienstleistungen) <u>entscheidend</u>					

5. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen *

**** Obligatorische Beteiligung**

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Meine Beteiligung in diesem Dienstleistungsprozess ist obligatorisch.					
2) Ich muss in diesen Dienstleistungsprozess involviert sein, um das erwünschte Ergebnis zu erzielen.					
3) Das Unternehmen kann meinen Wunsch nur dann erfüllen, wenn ich viel Arbeit in den Dienstleistungsprozess stecke.					
4) Meine Anliegen können nur dann erfüllt werden, wenn ich mit einem/r Mitarbeiter/in des Unternehmens kommuniziere.					
5) Der Kontakt mit einem/r Mitarbeiter/in des Unternehmens ist notwendig, um meine Anliegen zu erfüllen.					

6. Bitte denken Sie an Ihre Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich der Klarheit Ihrer Rolle im Dienstleistungsprozess *

**** Rollenklarheit**

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Beim Kontakt mit diesem Unternehmen bin ich mir sicher, wie ich erfolgreich meine Rolle ausübe.					
2) Die Schritte im Kontakt mit dem Unternehmen sind mir klar.					
3) Ich weiß, was von mir erwartet wird, wenn ich mit dem Unternehmen zu tun habe.					
4) Ich bin mir NICHT sicher, wie ich mit diesem Unternehmen richtig umgehen soll.					
5) Ich glaube, es gibt nur vage Anweisungen, wie man mit diesem Unternehmen umgeht.					

7. Bitte bewerten Sie die folgenden Aussagen bezüglich Ihrer Gefühle während der Kontakte mit dem Unternehmen *

** Wahrgenommenes Selbstvertrauen

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich glaube an meine Fähigkeit, mich erfolgreich im Kontakt mit diesem Unternehmen zu beteiligen.					
2) Ich zweifle nicht an meiner Fähigkeit, mit diesem Unternehmen zu kommunizieren.					
3) Ich glaube, ich habe hervorragende Mitwirkungsfähigkeiten, wenn es um den Kontakt mit diesem Unternehmen geht.					
4) Ich bin stolz auf meine Beteiligungsfähigkeit, um mit diesem Unternehmen zu kommunizieren.					

8. Bitte denken Sie an Ihre Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich des Ergebnisses, das Sie nach diesen Kontakten erwarten *

** Bedeutung des Ergebnisses

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Das gewünschte Ergebnis ist mir sehr wichtig.					
2) Das Erreichen des gewünschten Ergebnisses hat auf mich große Auswirkung.					
3) Das gewünschte Ergebnis ist für mich von großem Wert.					

9. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich Ihrer Zufriedenheit *

** Kundenzufriedenheit

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich bin mit den angebotenen Dienstleistungen zufrieden.					
2) Mit diesem Unternehmen kann man gut Geschäfte machen.					
3) Der Service dieses Unternehmens übertrifft meine Erwartungen.					
4) Ich bin mit den angebotenen Leistungen dieses Unternehmens insgesamt zufrieden.					

10. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich Ihrer Absichten *

** Absicht zukünftiger Co-Creation

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich werde in Zukunft auf dieses Unternehmen zurückgreifen.					
2) Ich ziehe in Betracht, bei zukünftigen Problemen wieder zuerst auf dieses Unternehmen zurückzugreifen.					
3) Das nächste Mal, wenn ich Probleme habe, <u>entscheide</u> ich mich für dieses Unternehmen.					

11. Bitte bewerten Sie die folgenden Aussagen bezüglich Ihrer Bereitschaft, das Unternehmen in Ihrem persönlichen Umfeld positiv zu beurteilen *

** Offline-Mundpropaganda

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich erzähle anderen positive Dinge über das Unternehmen und seine Mitarbeiter/innen.					
2) Ich empfehle anderen das Unternehmen und seine Mitarbeiter/innen.					

12. Sind Sie in einem sozialen Netzwerk registriert? (Beispiele: Facebook, LinkedIn, Instagram)

Wenn nein, fahren Sie bitte direkt auf der nächsten Seite fort (Abschnitt Nr. 13).

Wenn ja, beantworten Sie bitte die folgenden Fragen bezüglich Ihrer Bereitschaft, das Unternehmen online positiv oder negativ zu beurteilen *

** Online-Mundpropaganda

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich erzähle (schreibe) anderen in sozialen Netzwerken positive Dinge über das Unternehmen und seine Mitarbeiter/innen.					
2) Ich empfehle das Unternehmen und seine Mitarbeiter/innen in sozialen Netzwerken weiter.					
3) Ich beteilige mich in sozialen Netzwerken an Diskussionen über die Dienstleistungen/Produkte/Mitarbeit er/innen des Unternehmens.					
4) Ich habe in einem sozialen Netzwerk eine positive Bewertung über das Unternehmen geschrieben.					
5) Ich habe in einem sozialen Netzwerk eine negative Bewertung über das Unternehmen geschrieben.					

13. Bitte denken Sie an Ihre letzten Kontakte mit dem Unternehmen zurück und bewerten Sie die folgenden Aussagen bezüglich Ihrer aktiven Beteiligung am Unternehmen *

** Kundenbindung – Kognitive Verarbeitung (Hollebeek, Glynn & Brodie 2014)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Durch den Kontakt mit den Mitarbeiter/innen denke ich über das Unternehmen nach.					
2) Ich denke viel über das Unternehmen nach, wenn ich mit den Mitarbeiter/innen kommuniziere.					
3) Durch den Kontakt mit den Mitarbeiter/innen wird mein Interesse geweckt, mehr über das Unternehmen zu erfahren.					

** Kundenbindung – Zuneigung (Hollebeek, Glynn & Brodie 2014)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Es fühlt sich für mich sehr positiv an, mit diesem Unternehmen Kontakt zu haben.					
2) Es macht mich fröhlich, mit diesem Unternehmen Kontakt zu haben.					
3) Ich fühle mich gut, wenn ich mit den Mitarbeiter/innen des Unternehmens Kontakt habe.					
4) Ich bin stolz, diesen Unternehmen zu nutzen.					

** Kundenbindung – Aktivierung (Hollebeek, Glynn & Brodie 2014)

	Stimme überhaupt nicht zu	Stimme nicht zu	Neutral	Stimme zu	Stimme voll und ganz zu
1) Ich nutze dieses Unternehmen öfter als andere Unternehmen derselben Kategorie.					
2) Immer, wenn ich Unternehmen dieser Art nutze, nutze ich normalerweise dieses Unternehmen.					
3) Dies ist ein Unternehmen, das ich normalerweise nutze, wenn ich ein Unternehmen dieser Art benötige.					

14. Bitte geben Sie an, wie oft Sie in den vergangenen 12 Monaten Kontakt mit einem/r Mitarbeiter/in dieses Unternehmens hatten

	Einmal	Zweimal	Dreimal oder öfter
Wie oft hatten Sie in den vergangenen 12 Monaten ungefähr mit einem/r Mitarbeiterin des Unternehmens bezüglich eines bestimmten Produktes oder einer bestimmten Dienstleistung Kontakt?			

Bitte geben Sie Ihr Geschlecht an

	Weiblich	Männlich
Ihr Geschlecht:		

Bitte wählen Sie Ihre Altersgruppe

	20 oder jünger	21-30	31-40	41-50	51-60	61 oder älter
Die Altersgruppe, zu der Sie gehören:						

Bitte geben Sie Ihren Bildungsstand an

	Matura oder geringer	Bachelor	Master oder höher
Was ist der höchste Abschluss, den Sie erreicht haben?			

Bitte wählen Sie die Kategorie, die Ihr jährliches Bruttoeinkommen (vor Steuern) am besten beschreibt

Einkommens-kategorie:	Unter 10.000 CHF	10.000 – 29.999 CHF	30.000 – 59.999 CHF	60.000 – 99.999 CHF	100.000 – 149.999 CHF	150.000 CHF oder höher	Keine Angabe

Staatsangehörigkeit

Bitte geben Sie Ihre Staatsangehörigkeit an:	
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Bitte verraten Sie, an welche Branche und/oder welches Unternehmen Sie während der Umfrage gedacht haben. Freiwillige Angabe.

BRANCHE/UNTERNEHMEN	
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Gewinnen Sie einen Coop-Einkaufsgutschein im Wert von 50 CHF

Um einen von fünf Coop-Einkaufsgutscheinen im Wert von 50 CHF zu gewinnen, geben Sie bitte Ihre

E-Mail-Adresse an: _____.

Am 15. November 2015 um 12:00 Uhr mittags werden unter den Teilnehmern, die Ihre E-Mail-Adresse in der Umfrage angegeben haben, die Gewinner ausgelost. (Hinweis: Ihre E-Mail-Adresse wird lediglich zum Kontaktieren des Gewinners verwendet und weder für Werbezwecke verwendet noch an Dritte weitergegeben).

Vielen Dank für Ihre Teilnahme an dieser Umfrage 😊

Appendix III - Certificate of Accurate Translation

	 American Translators Association Corporate Member #257429						
Date: October 20th, 2015							
<h3 style="color: #e67e22;">Certificate of Accurate Translation</h3>							
<table border="0" style="width: 100%;"><tr><td colspan="2">Translated document: Consumer Burnout Survey - General Translation</td></tr><tr><td>Translation date: October 20th, 2015</td><td>Project #: 3886716</td></tr><tr><td>Source Language: English</td><td>Target Language: German</td></tr></table>		Translated document: Consumer Burnout Survey - General Translation		Translation date: October 20th, 2015	Project #: 3886716	Source Language: English	Target Language: German
Translated document: Consumer Burnout Survey - General Translation							
Translation date: October 20th, 2015	Project #: 3886716						
Source Language: English	Target Language: German						
<p>One Hour Translation, the largest professional translation agency online, hereby certifies and states the following, that the above mentioned document has been translated by a certified professional translator who has the background and the experience needed to perform the translation. We further certify that, to the best of our knowledge, the translated document is accurate translation of the original document and that it reflects the content, style and meaning of the original document.</p> <p>This certificate relates to the accuracy of the translation only and not to the original content of the document. In accordance with our general terms and conditions, One Hour Translation is not liable and will not be held liable to any result of using the translation by the customer or any other party.</p> <p>Please find the translation attached.</p>							
<p>Yours Sincerely,</p>  David Shaw VP Customer Service One Hour Translation	 <div style="background-color: #e67e22; color: white; padding: 5px; text-align: left;">CERTIFIED TRANSLATION One Hour Translation - ATA Corporate Member #257429</div>						
<p><small>One Hour Translation Ltd. 380 Lexington Avenue, 17th Floor New York, NY 10168</small></p>	<p><small>US: +1-(800)-720-3722 UK: +44-(020)-8816-8048 certificates@onehourtranslation.com</small></p>						

Appendix IV: SPSS Dataset and Output (Disc)