

THE ROLE OF STRATEGIC INHIBITION IN STIMULATING CUSTOMER IMMUNITY

¹YOUSIF HUJEIM AL-TAEE, ²EMAN ABULAMIR MOHAMMED

¹Faculty of Administration and Economics, University of Kufa, Najaf, Iraq. Email: yousefh.altaie@uokufa.edu.iq

²Faculty of Administration and Economics, University of Kufa, Najaf, Iraq. Email: ummalakalabadi@gmail.com

Abstract

The objective of this research is to investigate the impact that strategic inhibition has on the enhancement of client immunity within the framework of a business setting. The information was collected by surveying a representative sample of the General Company for the Soft Drinks Industry - Baghdad's (250) workforce. Using the research instrument, this information was gathered from the most significant sources of data. Statistical applications (SPSS.V.25) and (AMOS.V.21) were used to analyze the returned tools. According to the findings, the idea of strategic inhibition has a favorable association with the notion of customer immunity. The association between strategic suppression and client immunity was studied and evaluated in this study, making it one of the very few studies to do so.

Keywords: Strategic restraint, clientelistic immunity, PepsiCo Baghdad.

1. INTRODUCTION

Modern topics in administrative thought need to know the intellectual controversy that touched on them because of their modernity and to identify the intellectual interdependence between the variables of the study, especially modern strategic topics, which can be mixed with marketing topics that are interested in the customer and build a strong clientelist immunity capable of overcoming the temptations of competitors and reducing their acquisition. This is in harmony with the concept of strategic braking, which focuses on reducing the strength and spread of competitors and maintaining the position and strength of the organization by curbing its internal strategies and rethinking new strategies that contribute to achieving advanced positions in the market and confronting those who want to dominate customers, in other words, the dominance of competitors over the organization's customers, and here the organization allocates and increases the immunity of its customers and makes them more loyal and satisfied with their original organization.

Therefore, intellectual controversy has emerged in such topics in the current century as a result of the development in digitization and the marketing trend from traditional philosophy to digital philosophy, and this philosophy needs non-traditional marketing that raises the customer's controversy and attracts their attention to the organization's products, using marketing strategies that arouse the attention and feeling of the customer, and here interest in these products is generated. Strategic inhibition is therefore a set of measures that limit and combat the spread of competitors to ensure that the organization maintains its immunity and standing. These strategies are used by smart organizations that use the braking strategy to discourage competitors and determine their development, growth, expansion, and displacement from competitive positions, while the organization that performs the braking process will achieve good marketing and competitive positions (Gavin, 2015:19).

The current study has gained special importance due to the novelty of its variables and the scarcity of writings on such topics and also gained excellence in the field that was applied in this study. The role of the customer has recently increased and shifted from the traditional customer to the digital customer, and organizations are looking for strategies to avoid the force of competition that has spread due to electronic culture and the arrival of the ideas and products of these organizations to multiple and wide customer segments, which required strategic thinking on how to neutralize these competing organizations and reduce their competitive intensity and at the same time how to maintain

customers and immunize them from the dangers of these organizations. In addition, by stimulating clientelist immunity, marketing companies can encourage the activities in which they participate, to prevent future customer loss, for similar cases.

Here, the intellectual controversy and logical linkage between the variables of the study were evident, to appear a major question that embodies the main problem of the study (Can business organizations employ strategic braking in stimulating clientelist immunity?).

In light of this, the problem of the study was identified by raising the following questions:

- 1) What is the vision of the organization in question about the concepts of strategic braking and clientelist immunity?
- 2) Does the organization in practice have a clear idea of stimulating clientelist immunity by relying on strategic braking as an independent variable?
- 3) Expanding the study of the practice of strategic braking and not missing opportunities for marketing companies to benefit from them in facing the challenges surrounding them, which qualifies them to reach their social goals.

2. STRATEGIC BRAKING:

2.1. The concept of strategic braking:

The term braking refers to the process of stopping something from happening and trying to discourage it by relying on the premise of inhibition, which involves trying to discourage competitors from participating and distracting them with a variety of means and methods, which may include first grabbing competitors' attention and then distracting the rest of their attention in other ways (Lu et al., 2017:3).

Companies can carry out the process of strategic discouragement by understanding and knowing the appropriate strategy so that strategies are chosen that integrate with the internal environment (administrative structure, financial structure, human resources, and organized technology) and the external environment of the organization (market, policy, suppliers) to develop and enhance organizational performance and this choice requires good working relationships, strong leadership, trust and effective communication where strategic discouragement enables the organization to achieve its goals faster and easier (Pereira & Dornelas, 2010:499).

Strategic braking is one of the most important specific cognitive control processes that are likely to support the integrative cognitive control of intrinsic reasoning, which is necessary for optimal work performance and preventing or reducing deviations to ensure that the increase in information in recent times is coped, and it is worth noting that strategic inhibition is classified as one of the important and useful capabilities of the organization in collecting information and capturing its essence (Vas et al., 2016:222).

Table (1) shows some definitions of strategic braking according to the opinions of a group of researchers as follows:

Table (1) Some definitions of strategic braking according to the opinions of some researchers

Researcher and year	Definition	t
(Amir et al., 2001: 76)	A set of procedures through which the organization shows automatic activation enhanced by information in anticipation of any external threat	1
(Philippot et al., 2003: 272)	A set of activities through which the organization maintains a certain level of power and market position, resulting in a stressful strategic research process	2
(Al-Aidroos et al., 2012: 15)	The process by which resources are directed in a specific direction through the cognitive selection of the inhibitor	3
(Verhoef et al., 2009: 87)	A set of competitive procedures based on bias, monopoly, and manipulation of successful internal cognitive control to achieve a certain benefit or goal	4

(Gibbons et al., 2018: 14)	The process of discouraging the resources that an organization has promptly to address all unpredictable events	5
(Liu & Zhang, 2020: 7)	It represents a quick response when changing goals, and it is an indicator of the switching of tasks and plans caused by changes in the .goals of the next tasks and plans of competitors	6

Source: Prepared by the authors based on the literature.

2.2. The importance of strategic braking:

The importance of strategic braking lies in the importance of (DeMasi & Berger, 2021:2; Figueredo & Jacobs, 2010) in the following points:

- 1) It helps to get rid of incorrect and weak strategies.
- 2) Help solve problems.
- 3) Facilitates the discovery of useful strategies that achieve the goals of the organization.
- 4) It helps organizations remain competitive.
- 5) It modifies the aggressive behaviors of competitors or cancels them altogether.
- 6) Addressing all internal processes related to the optimal utilization of the resources available to the organization.
- 7) Address all external processes by achieving pre-planned goals.
- 8) Early achievement of the final goals of the organization.

3. THE CLIENTELIST IMMUNITY

3.1. The concept of clientelist immunity:

Organizations today are exposed to a situation similar to the human condition in terms of exposure to environmental conditions, represented by environmental, economic, social, and cultural crises and disasters, which affect the organization's ability to continue and survive for as long as possible, so organizations are exposed today to health diseases that make it an easy catch in front of these challenges, so they must prepare for such crises and challenges in a way that enables them to survive for a longer period in the business world (Yoel, 2015:574).

The concept of immunity was associated with humans, animals or plants, and the first beginnings of this science was how humans can be immunized from infectious viruses that kill him, so it is necessary to strengthen the general immunity to maintain his health and growth, and resist some dangers and immunity was defined as the body's ability to viruses or harmful germs that cause health damage to the body, and here this body defends itself in order to survive as long as possible against these viruses that may cause damage to the rest of the Components and parts of this body, so God Almighty created multiple defenses to defend and protect this body, the development of immunology is like any science and went through multiple stages, and the first stage was in the sixteenth century, specifically in (1549) when the smallpox vaccine was discovered in the town of Wan Quan, and after this date, inventions and innovations in the field of vaccine rolled until (2020)) On this date, the Covid-19 vaccine was discovered, which contributed to activating the immune system, and the scientist Edward Jenner sacrificed his only son for the first smallpox vaccine trials at the end of the eighteenth century AD, which to this day, the world celebrates on May 14 of each year the anniversary of the greatest adventures of medical science, which was the reason for the birth of immunology and vaccination, and the transfer of health sciences to another new level that contributed to prolonging the life of humanity and making it more immune to Diseases caused by bacteria, viruses and parasites (Al-Taie, 2023:21-22).

On the other hand, healing and recovery refer to the process of becoming healthy and healthy, all after being exposed to illness or harm. Surprisingly, medical and nursing sciences generally do not treat stages or healing processes but rather treat the state of recovery as a condition of consequence. Healing is treated as a result of other medical and pharmaceutical interventions, but the nature of

the healing process itself is little examined, particularly about collective entities such as organizations (Powley & Cameron, 2008:24).

Paulauskaite (2019: 10) believes that the essence of clientelist immunity is to reduce competitors' actions and create strong barriers to them, these barriers arise as a result of acquired immunity and immunization of customers against other competitors' brands, and as a result of their preference for the organization's brand because of their high loyalty to it, and therefore, increasing brand loyalty will enable the organization to retain its existing customers, gain more new customers and create a sense of reassurance for them.

In the same context, clientelist immunity is a commercial opportunity for business organizations that allows them to change prices according to supply and demand conditions, as customers are more willing to pay even in light of the high prices set by the organization (Mukerji & Roy, 2019:12), and in line with the concepts mentioned above, Table (2) below shows some definitions of clientelist immunity according to the opinions of some researchers as follows:

Table (2) The most prominent definitions of clientelist immunity according to the opinions of some researchers

Researcher and Sunnah	Definition	t
(Stauss & Seidel, 1998: 28)	The organization's high levels of assurance at work and the stability that occurs as a result of trusted relationships with customers.	1
(Diller, 2000:31)	,Customer immunity and resistance to competitors' operations .activities, and offers, are generated as a result of loyalty and loyalty	2
(Thiele, 2005:497)	Protection generated by customers from competing offers and .activities of the organization	3
(Liljenvall & Dziewiecka, 2010:19)	High stability in the relationship between the customer and the organization, which results in the usual purchasing decisions and the immunity of customers to the marketing methods followed by the organization's competitors, and even a higher tolerance for the .company's mistakes	4

3.2. The importance of clientelist immunity:

The importance of clientelist immunity lies in its role in positively affecting the behavior of customers in the future, enabling the organization to retain its customers, and increasing their high levels of loyalty (Hidayat et al., 2021:35), as customer immunity contributes to achieving certainty and reducing levels of uncertainty among individuals working in the organization, through the increase in the rate of customer observations and complaints, which are caused by the organization's prior attention to customers. This leads to the adoption of a strategic approach to braking towards customers, especially the strategy of forced braking towards the customer, i.e. commitment to strategies that would maintain the customer, take care of him and meet his needs. Loyal, loyal, non-opportunistic customers are more willing to complain, respond to questionnaires and suggestions made by the organization to improve its products and services, and even work in joint programs with the organization aimed at customer satisfaction (Diller, 1994:203).

Diller (1997:751) pointed out a set of points that highlight the importance of clientelist immunity and its positive effects on business organizations, as follows:

- 1) Stability of relationships with customers and confirmation of trust between the customer and the organization.
- 2) Increase the levels of certainty and certainty of individuals working in the organization.
- 3) Clientelist immunity generates a kind of immunity in customers to competitors' activities and even a failure to recognize these activities.
- 4) Achieve a kind of tolerance among customers towards mistakes that the organization may commit.
- 5) Increase customer feedback towards the product or service provided by the organization.

- 6) Increase the levels of sincerity and satisfaction of customers continuously.

4. HYPOTHESES DEVELOPMENT

This study aims to diagnose and analyze the relationship between strategic braking and clientelist immunity as most organizations place among their priorities the achievement of future goals through the administrative foresight they possess and the strategic philosophy available to them to create safe survival opportunities, and this is embodied through the philosophy of strategic braking, through which organizations can strengthen the clientelist immunity of their customers against the competitive trend.

In light of this, we find sub-objectives that the current study seeks to achieve, namely:

- 1) Study and analyze the importance of strategic braking, and identify its dimensions, which are necessary for marketing companies, especially in light of a difficult and increasingly competitive global market.
- 2) Explore the factors affecting clientelistic immunity.
- 3) Study and analyze the requirements of strategic braking practice and its reflection on the stimulation of clientelist immunity.

The hypothesis scheme of the present study was developed in light of the results of the cognitive efforts of the literature that dealt with the study variables represented by the strategic braking variable and its impact on clientelist immunity.

Figure (1) illustrates the proposed hypothetical study plan, which represents the general framework for the study variables and hypotheses.

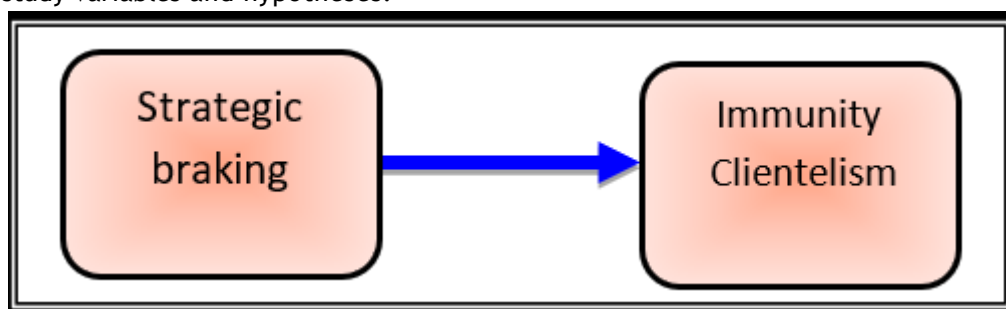


Figure 1 Hypothesis scheme of the study

The hypotheses of the study were embodied according to the study problem, the objectives set for it, and the hypothetical model to represent the logical relationships between the independent variables and the dependent variables in the study model as follows:

% The first main hypothesis: **(H1): There is a significant correlation between strategic inhibition and clientelist immunity, in the company under study.**

% The second main hypothesis: **(H2): There is a statistically significant effect of strategic inhibition on clientelist immunity in the company under study.**

The researchers chose a random sample of Pepsi Baghdad employees who have responsibilities and tasks related to an administrative position that enables them to make decisions and contribute through it to increase the immunity of each of them, while the study population was its employees in a way that achieves accuracy in the research results and is commensurate with the directions of the study variables (**strategic braking, clientelist immunity**), so that the study population (835) responders, the researchers distributed (263) Questionnaire in Pepsi Baghdad according to the Mascarán table for small samples, in order to achieve the research goals, in light of their functional experience and by virtue of their work and active participation in various organizational activities and according to their functional, cognitive and marketing experience at the functional and strategic level, especially since the study sample is relatively experienced and knowledgeable, understood the research objectives and absorbed the paragraphs of the questionnaire and assisting the researcher in completing the goal of the study, while retrieving them (255) questionnaire, and when dispersed, the validity of the questionnaires for statistical analysis became (250) questionnaire after differentiation, representing the final study sample.

5. RESULTS

The current section aims to identify the relationship (effect) between the two variables of the study (strategic braking) as an independent variable, and (clientelist immunity) as a dependent variable, after the researchers surveyed the opinions of (250) views in Pepsi Baghdad, and harvested the inferential statistical results generated by the study questionnaire, the researcher analyzed the study data extracted for the independent variable and its dimensions (standard braking (legal), forced braking, simulated braking, assertive braking) in a combined manner, with the dependent variable clientelistic immunity and its dimensions (certainty, growth, profitability), as well as the effect of the dependent variable (clientelistic immunity) in general and its dimensions, in addition to testing the effect of the independent variable strategic braking in the controversial marketing intermediate variable.

5.1. Finding the correlation matrix between the variables of the study and its dimensions

The results of Table (3) show the following:

The achievement of the independent variable is evident in Strategic braking and its dimensions (standard (legal), forced braking, simulated braking, assertive braking, assertive braking) Positive positive correlation relationships with the dependent variable Clientelistic immunity and its dimensions (certainty, growth, profitability) Strong to weak positive relationships, as the probability value is less than (0.05) That is, when Pepsi Baghdad's interest in strategic braking or one of its dimensions increases, its interest will increase strength and by the amount of its correlation coefficient with clientelist immunity and its dimensions at the level of dimensions and variables.

Table (3) Correlation matrix of variables and dimensions of the study

And	Y3	Y2	Y1	Dimensions
0.496** 0.000	0.425** 0.000	0.304** 0.000	0.421** 0.000	X1
0.420** 0.000	0.447** 0.000	0.317** 0.000	0.212** 0.000	X2
0.564** 0.000	0.510** 0.000	0.487** 0.000	0.319** 0.000	X3
0.738** 0.000	0.775** 0.000	0.771** 0.000	0.241** 0.000	X4
0.730** 0.000	0.709** 0.000	0.599** 0.000	0.393** 0.000	X

P* < 0.05, P** < 0.01, n = 250

5.2. Testing influence relationships and verifying the hypotheses of the study:

The researchers sought to employ the methods of inferential statistics, to test the validity of the main and specific impact hypotheses in the study methodology, to determine their acceptance or rejection under the outputs of testing each of the main and sub-hypotheses emanating from them, as the effect of the independent variable model (strategic braking in its combined dimensions) in the dependent variable clientelist immunity in total and its dimensions separately, and according to the coefficient of determination and influence and their acceptance across) the level of significance Sig < 0.05) and the value of , (T > 1.9695) calculated, and the value of (F > 3.879 at the , () degree of freedom 133: down to determine the following prediction equation (

$$Y = a + b_1 * X_{1i} + b_2 * X_{2i} \dots + U$$

1) Testing the effect of strategic braking on clientelist immunity:

Through the results of Table (4), it was found that the value of the test (F) calculated for the model (123.352), which is more than its scheduled value (3.879) at the probability value (0.05) and the degree of freedom (249), to indicate the acceptance of the model statistically and the acceptance of the hypothesis in general, as the researcher noted the value of the interpretation coefficient (0.601), and the corrected interpretation factor (0.596).), as the dimensions of strategic braking combined (standard braking (legal), forced braking, simulated braking, braking) were able to explain (59.6%) of the changes in clientelist immunity, while the remaining percentage (40.4%) is attributed to other variables that did not fall within the laboratory model, and from the researchers' point of view, the model is strong and reliable in explaining the phenomenon of clientelist immunity. Pepsi Baghdad and within the Iraqi environment, and from all the results presented, accept the first main hypothesis (the strategic braking in its combined dimensions affects the clientelist immunity significantly), but at the level of internal impact of the dimensions of the model was as follows:

- A. A positive effect was found for the standard braking dimension (legal) of (0.139) at the probability value (0.000) and the calculated value (T) (4.084), the effect of the simulated braking dimension of (0.130) at the p-value (0.000) and the calculated value of (T) (3.402), and the effect of the assertive braking dimension of (0.420) at the p-value (0.000).) with a calculated value of (T) (10.824).
- B. While the researcher did not find any effect in the model for the forced braking dimension, as its value was (0.055) very weak at the p-value (0.245), which is more than the p-value (0.05), and the calculated value (T) (1.164), which is less than its scheduled value (1.9695) at the degree of freedom (245).
- C. :The predictive equation of clientelist immunity in terms of strategic braking shows

$$\text{Customer immunity (Y)} = (1.172) + 0.139 * (\text{normative (legal) braking}) + 0.420 * (\text{assertive braking}) + 0.130 * (\text{simulated braking})$$

Table 4 Effect of strategic inhibition in its combined dimensions on clientelist immunity (n=250)

Clientelic immunity							Independent variable
F	P	T	A R ²	R ²	B	A	
123.352	0.000	4.084	0.596	0.601	0.139	1.172	Standard (legal) braking
	0.245	1.164			0.055		Forced braking
	0.000	3.402			0.130		Braking Simulator
	0.000	10.824			0.420		Restrictive braking

Source: SPSS V.28 output.

6. CONCLUSIONS AND DISCUSSION

The company's interest in standard braking became well evident due to the inclusion of its strategy a set of legal or normative methods that it follows with other competing companies, as well as enhancing the immune response to legal indicators, and this is in line with the researcher's observations through the visit and interviews High compliance with all laws, regulations, and legislation of government and related authorities. The company adopted forced braking on a high scale as a result of sticking to curb some of its planned strategies as a result of external pressures that could affect it, as well as trying to Face its competitors through all the actions that help it



control the controls of technology. The company tended to adopt high financial restraint as a result of their attempt not to delve into experiences in which competitors failed and work to increase their regulatory immunity, as well as seeking to learn from the failure of competitors. The company's focus was on assertive braking and improving its ability to strategically restrain by analyzing competitors' strengths and investing them as a force that pushes them to achieve their competitive advantage, as well as employing its intelligence activities to monitor them. The company adopted verification as a key pillar to improve customer immunity resulting from its awareness that customer immunity reduces uncertainty and increases levels of certainty in its products due to customer loyalty, as well as its focus on making sure to ensure that it has loyal customers who provide feedback, negative and positive, which carries more weight than the feedback it receives from a regular customer. The company was keen to enhance the immunity of its customers by relying on growth in its various activities, so it sought to attract new customers through a form of advertising represented by the transmission of positive words, focusing on retaining existing customers and achieving growth by exhausting the potential of existing customers. The company has turned to profitability as a major supporter in improving customer immunity resulting from having a loyal customer base and increasing its revenues, especially as it realizes that its loyal customers have customer immunity and become less sensitive to price and are willing to pay more for its products. Therefore, Pepsi Baghdad must rely on standard braking more broadly by including in its strategy a set of legal or standard methods that it follows with other competing companies, and resorting to formulating a strategy that is compatible with laws, regulations, and regulations, as well as its orientation to adopt the following mechanisms:

- A. Strengthen their immune response to legal indications.
- B. Curb various strategies that do not fit and change in the company's work environment and replace them with the most appropriate and realistic.
 - 1) The need for the company to promote forced curbing by resorting to curbing some of its planned strategies as a result of external pressures that may affect it, and using it to dominate markets to ensure its survival and strength in the distribution of its products, consider the following tactics:
 - A. Facing its competitors through all the actions that help it control the controls of technology.
 - B. The flexibility necessary to curb the strategy used previously, and choose a strategy that suits the needs and tastes of its customers in different seasons.
 - 2) Pepsi Baghdad should improve the level of simulated braking by staying away from the failed experiences of competing companies and working to increase their organizational immunity, through strategic awareness and in a way that enables them to succeed in their ability to simulate the experiences of others strategically, taking into account the following mechanisms:
 - A. Curb its strategy when these strategies related to competing companies fail.
 - B. Monitor the behavioral actions of competing companies and how they deal with immunodeficiency.
 - 3) Additional attention to assertive braking because of its great role in improving the overall strategic braking of Baghdad Soft Drinks Company, by relying on analyzing the strength of competitors and investing it as a driving force, monitoring their actions and how they face environmental change while employing the regulatory immune system to repel environmental shocks through the following mechanisms:
 - A. Adopting a defensive stance to face the external environment.
 - B. Formulate a proactive strategy that pushes it to progress and reap more market space.
 - 4) Making verification a criterion for maintaining customer immunity more powerful than its competitors, resulting in reducing cases of uncertainty and increasing levels of certainty in its products due to the loyalty of its current customers, and allowing sincere ones to submit criticism and complaints towards its current products, and in a way that protects them from the methods followed by competing companies, taking into account the following mechanisms:
 - A. Focus on increasing personal contacts and receiving customer feedback, to increase the insight it achieves regarding its marketing strategies.

- B. Attract loyal customers who provide feedback, both negative and positive, which carries more weight than the feedback you receive from a regular customer.
- 5) Ensuring to increase the profitability of Baghdad Soft Drinks Company by expanding the base of loyal customers and leading to an increase in its revenues, as well as setting goals that increase profitability by making it one of the most important goals that its activities seek to reach in the city, as well as adopting the following mechanisms:
- A. Adopting clientelist immunity to achieve more profitability by saving costs.
- B. Raising awareness about the method of acquiring a new customer may cost more than maintaining an existing loyal customer.
- C. Realize that its loyal customers are immune to customers and become less sensitive to price and willing to pay more for its products.

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