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# Nature of Customer Experience in the Sharing Economy

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**Abstract:**
In recent years, customer experience has become a primary concern for several multinational corporations, with very senior roles committed to it in their hierarchy. Research on the nature, determinants, and consequences of customer experience is widely presented in the literature and, however, often divergent in many aspects. The advent of the sharing economy where the customer can also be a producer of value and a service provider has made certain concepts of the customer experience very controversial, starting with the notion of the customer itself. This literature review aims to explore to what extent certain notions of customer experience remain valid and could adapt well to this new booming economy. The analysis we conducted covered 104 articles. This literature review has shown the existence of certain determinants of the customer experience and the customer journey that are specific to the collaborative economy and has identified avenues for future research on the measurement, determinants, and quality of customer experience and journey in this new economy.

**Keywords:** sharing economy, customer experience, customer journey, quality of customer experience.

# 共享经济中客户体验的本质

**摘要：**
近年来，客户体验已成为多家跨国公司的首要关注点，在其层级中都有非常高级的职位致力于此。关于客户体验的性质、决定因素和后果的研究在文献中广泛存在，但在许多方面往往存在分歧。共享经济的出现，客户也可以成为价值的生产者和服务提供商，这使得客户体验的某些概念非常有争议，首先是客户本身的概念。本文献综述旨在探讨某些客户体验概念在多大程度上仍然有效，并且可以很好地适应这种新的蓬勃发展的经济。我们进行的分析涵盖104篇文章。本文献综述表明，存在特定于协作经济的客户体验和客户旅程的某些决定因素，并确定了未来研究这种新经济中客户体验和旅程的衡量、决定因素和质量的途径。

**关键词：**共享经济、客户体验、客户旅程、客户体验质量。

## 1. Introduction

The sharing economy describes a phenomenon in

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which ordinary consumers have begun to act as sellers providing services that were once the sole purview of sellers. The literature proposed several names for this economy before the words "sharing" and "collaborative" were popularized. It is alluded to as an economy to the spot (gig), the on-demand economy, the peer-to-peer economy (P2P), the platform economy (Narasimhan et al., 2016), or technology-based sharing platforms (Rifkin, 2000).

The participatory economy has upended traditional marketing rules, which were originally centered on the exchange and transfer of property between the seller and the buyer. With new technologies, sellers and buyers can exchange temporary access to goods and services rather than permanently appropriate them. This upheaval today concerns several sectors, products, and services with brand names that have become ubiquitous in a few years (Airbnb for housing, Uber for transport, Blabla car for carpooling, Glovo for catering, Wework for workspaces, etc.). Starting from the definition of marketing, which refers to the three essential components of institutions, process, and value creation, all these components have undergone changes in the era of the collaborative economy (Eckhardt et al., 2019) and particularly customer experience.

In the traditional economy, companies manage customer experience through customer touch points throughout their journey from choice to acquisition and, finally, consumption. Collaborative economy platforms have limited control over the quality of the customer experience, which depends on the provider. Other users (predecessors) also play a role in the customer experience and can constitute a barrier to access to collaborative economy services. The notion of customer experience in a collaborative economy is an important research question (Eckhardt et al., 2019). Customer relationship should also be considered. In the traditional economy, this relationship can evolve into a personal relationship, which is difficult in a collaborative economy with a large number of participants on both the user and provider sides. In addition, we must ask ourselves questions of when a user evaluates their experience, if they do it for the platform, the service provider, or both at the same time, and how they integrate the role of each (provider and platform) in its overall ratings.

The objective of this literature review is to shed light on the implications of the new development of the sharing economy on marketing concepts and, in particular, customer journey, which is also an evolving concept. This review also aims to participate in the orientation of future research on new questions that will make it possible to adapt marketing concepts to this new booming economy at the global level.

This literature review was conducted through a search on the EBSCO database and Google Scholar with three keywords: sharing economy, marketing, and customer experience. 104 works were selected for this review (Appendix I). Other articles and reference books were also integrated during the review.

# 2. Customer Experience

Consumer experience or customer experience is a component of the marketing process, which also includes innovation, the brand, and the appropriation of values. This marketing process is itself an essential component of marketing (Eckhardt et al., 2019). Schmitt (1999) defines customer experience through a multidimensional approach by mentioning five types of customer experience: sensory, affective, cognitive, physical, and social. Lemon and Verhoef (2016) define customer experience as a multidimensional construction centered on the customer's cognitive, emotional, behavioral, sensory, and social responses to the company's offer throughout the buying journey, which constitutes the process by which the consumer passes through stages and points of contact with the company and its offer. Improving customer experience is a top priority for managers (Lemon & Verhoef, 2016). Large multinationals have very senior positions in their hierarchy that are dedicated to customer experience. Abbot (1995) argues that what consumers really want is not products but satisfying experiences (Lemon & Verhoef, 2016).

## *2.1. Evolution of the Measurement Concepts and Tools*

Customer experience in marketing has been the culmination of several concepts that have been developed since the 1960s with models of buyer behavior ranging from the attention, interest, desire, and purchase (AIDA) model developed by Howard and Sheth to customer satisfaction rating and measurement models. The 70s were a time of customer satisfaction and loyalty. One of its metrics is customer satisfaction. At this stage, other measuring instruments such as the net promoter score (NPS) have been proposed. The 80s will see the appearance of service marketing as a new discipline different from product marketing and the appearance of the notion of service quality. SERVQUAL is a tool that was developed to measure customer experience. The 90s will be those of relational marketing, where the emotional aspect and the notion of perception will be considered. The notions of trust, commitment, cost of communication, and relational quality have been developed. The emotional aspects and perceptions of customer relationship have also been researched as part of customer experience. The importance is placed on long-term relationships with customers. The 2000s will be characterized by the notion of customer relationship management (CRM), which, unlike relationship marketing based on building a strong and lasting relationship with the consumer, will focus on optimizing the customer's profitability with the customer lifetime value (CLV). The interest is focused on maximizing and optimizing customer profitability and not on the long-term relationship.

The past decade has been characterized by a major movement toward customer and brand engagement. Beyond the act of purchasing, the consumer's attitude

and behavior were considered. Kumar et al. (2010) identified four components of the value of customer engagement: purchase behavior, recommendation behavior, influence behavior, and knowledge behavior. Therefore, customer experience process has three phases: pre-purchase, purchase, and post-purchase (Lemon & Verhoef, 2016). The second phase has been the most covered by the literature with concentrations on part of this phase, such as the shopping experience.

The multiplicity of points of contact during all phases of the customer experience has led companies to increasingly use other functions of their business model, such as new technologies, marketing, human resources, and external partners, to create and deliver a very positive customer experience (Lemon & Verhoef, 2016). Closely linked to the customer experience, the points of contact with the company are divided into four categories: contact points belonging to the brand, those belonging to the customer, those of the company's partners, and independent, external, or societal. Attribution models can help identify the most critical touch points at different stages of each customer's journey.

A consumer is also influenced during their journey by their previous experience in the sense that their expectations are influenced before starting a new experience (Lervik-Olsen et al., 2015). The external environment is also a source of influence on customer experience (Verhoef et al., 2009). A climatic, epidemiological, or political event and the economy state on a macroscale can also influence the purchase or consumption of a service. The COVID-19 pandemic, which hit the world at the start of 2020, is a perfect illustration of this.

The literature on customer experience has identified research questions on customer experience: the conceptualization, drivers, and consequences of customer experience, management of the customer journey, and measurement of customer experience.

### *2.2. Customer Experience Metrics*

The measurement of the customer experience plays an important role for the company by allowing it to adjust its actions. Ideally, a measurement of the customer experience at each phase (pre-purchase, purchase, post-purchase) and at each touch point is the most desirable. Brakus et al. (2009) developed a measurement scale for the four aspects of the customer brand experience, namely sensory, affective, intellectual, and behavioral. Klaus and Maklan (2013) identified four elements for measuring the quality of the customer experience: peace of mind, moment of truth, experience outcome, and product experience. There is a difficulty in reaching a consensus on the measures that adequately capture the customer experience (Lemon & Verhoef, 2016). The measure that has been widely used and validated in several industries remains the SERVQUAL scale developed by Parasuraman et al. (1988). Customer satisfaction was also used to measure the entire customer experience at different touch points. The NPS was also proposed by Raichheld in 2003 and adopted for its intuitive nature (Market Research Series, 2023). The customer effort score (CES) was also proposed by Dixon et al. (2010).

However, there is no agreement between researchers on the relevant approach to evaluate the customer experience, but the approach that has been tested for a long time, SERVQUAL, is considered by Lemon and Verhoef (2016) as a good starting point. Gupta and Zeithaml (2006) identified so-called unobservable or perceptual measures of customers (e.g., customer satisfaction) and observable or behavioral measures (e.g., customer retention and lifetime value). There is a strong positive relationship between customer satisfaction and loyalty. However, the relationship between other unobservable and observable measures is not well established. While customer satisfaction and service quality are strongly correlated with behavioral intentions, behavioral intentions imperfectly predict actual behavior. The relationship between unobservable and observable measures is generally nonlinear (Gupta & Zeithaml, 2006).

Kumar et al. (2010) proposed four components of customer engagement value (CEV) with a company. The first component is the customer lifetime value or customer buying behavior (CLV), the second is the customer recommendation value (with respect to the incentive to recommend to new customers), the third is customer influence value (which includes customer behavior to influence other customers, i.e., increase acquisition, retention, and share of wallet by word of mouth among existing and potential customers), and the fourth is know-your-customer value (the value added to the business by customer feedback).

## 3. The Collaborative Economy

### *3.1. The Concept*

Three main factors have contributed to the sharing economy's current success: the 2008 financial crisis, the growth of internet technology, and consumer awareness of resource scarcity (Davidson et al., 2018). It is thought to be beneficial to the environment. Community is also among the reasons, in addition to trust and recommendations from friends (Narasimhan et al., 2016). The analysis of the different definitions proposed for the collaborative economy allows us to highlight at least six basic characteristics: the multi-use of products through sharing, exchange, and rental; the optimization of product use; the provider makes excess surplus from the use of a product or temporarily underused capacities available to the consumer; the use of new technologies (internet, online services, platforms) was mentioned by almost all the researchers; the temporary aspect: the absence of transfer of ownership and temporary access; and the monetary value: exchange for remuneration, economy, market, and the unclear client/supplier relationship.

Sharing economy activities fall into four broad categories: recirculation of goods, increased use of

durable assets, exchange of services, and sharing of productive assets. The origins of the first date back to 1995, with the creation of eBay and Craigslist, two marketplaces for recycling goods that have become an integral part of consumer experience (Schor, 2016).

Table 1. Basic characteristics of a collaborative economy across research since 2008 (Developed by the authors)

| Notions | Authors |
|---|---|
| Multi-purpose product | Lamberton and Rose (2012) |
| • Share | Botsman (2013) |
| • Exchange | Heinrichs (2013) |
| • Lease | Habibi et al. (2016) |
| | Perren and Kozinets (2018) |
| Optimization of product use | Bostman (2013) |
| • Underutilized or | Heinrichs (2013) |
| excess surplus products and | Stephany (2015) |
| goods | Frenken and Schor (2017) |
| New technologies | Heinrichs (2013) |
| • Internet | Stephany (2015) |
| • Online | Habibi et al. (2016) |
| • Platform | Hamari et al. (2016) |
| | Perren and Kozinets (2018) |
| Temporary aspects | Bardhi and Eckhardt (2012) |
| • Absence of | Lamberton and Rose (2012) |
| transfer of ownership. | Stephany (2015) |
| • Temporary access | Kathan et al. (2016) |
| | Habibi et al. (2016) |
| | Frenken and Schor (2017) |
| Monetary value | Bardhi and Eckhardt (2012) |
| • Market | Lamberton and Rose (2012) |
| • Economy | Botsman (2013) |
| • Exchange for | Heinrichs (2013) |
| remuneration | Sundararajan (2014) |
| | Habibi et al. (2016) |
| | Frenken and Schor (2017) |
| | Arvidsson (2018) |
| Supplier-customer | Sundararajan (2014) |
| demarcation | Hamari et al. (2016) |
| • Special customer- | Narasimhan et al. (2018) |
| supplier relationship | Perren and Kozinets (2018) |

In terms of customer journey, it can be argued that the traditional economy is a five-step circuit between two parties and that CE is a nine-step circuit between three parties. In the traditional economy, a company offers a product (1) and presents it through these distribution channels (2). The consumer makes their choice within the framework of a purchasing process (3) and proceeds to purchase the product (4) and then consume it (5).

In the collaborative economy, a tripartite relationship is established between the buyer of the shared service or the user, the platform or the company of the sharing economy, and the provider or service provider. In the first step, the platform collects the available offers (1), receives requests from users of the platform's services (2), connects supply and demand (3) to make proposals for providers to the user (4); once the user has made their choice (5), the provider is informed of the user (6) to give their agreement to the transaction (7); the transaction is recorded by the two parties and the platform (8), and, finally, comes the stage of connection for shared use (9).

For some platforms (urban transport, for example), the choice is not given to the parties; rather, the platform decides according to its internal algorithm. In this case, it is a circuit in only three stages: expression of demand, collection of offers, and linking. In markets such as Asia (Narasimhan et al., 2018), there are hybrid forms, and the choice is left to the provider but not to the user.

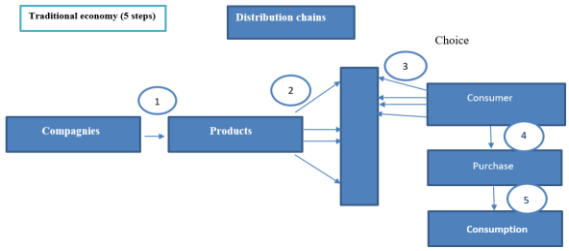


Figure 1. Stages of the traditional economy (Developed by the authors)

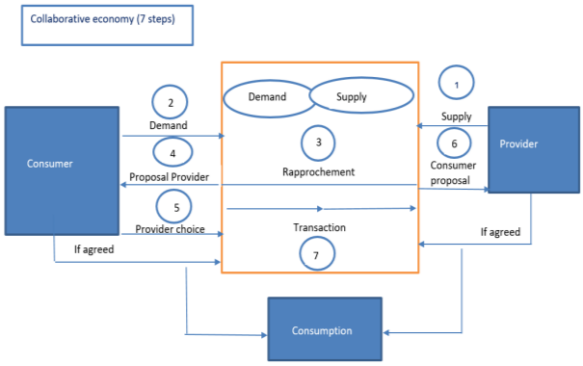


Figure 2. Stages of the collaborative economy (Developed by the authors)

The collaborative economy is also part of the digital economy, as defined by the G20 Summit (2016), "economic activities, including the use of digital information and knowledge as key production factors, modern networks as a space for activity, and effective use of new information and communication technologies as a factor for increasing productivity and optimizing the economic structure".

### *3.2. Implications of the Collaborative Economy for Marketing*

#### *3.2.1. Implications for the Concepts*

All marketing components have undergone changes in the era of the collaborative economy (Eckhardt et al., 2019). The role of the consumer, who can become a service producer for the platform, can also participate in roles traditionally assigned to companies, such as promotion, quality control, and communication. Customer satisfaction takes on a preponderant role in the collaborative economy through the dual role that this customer plays: as a consumer and provider.

In the collaborative economy, the service offer is the product of providers who are not employees of the platform. The platform has few human resources and limited fixed assets. In addition, the platforms do not produce the services themselves for the consumer, so they have limited control over the quality of the services and little control over the intentions of the providers who may use the platform opportunistically.

Collaborative economy companies have also limited control over the continuity of the relationship between their customers outside the platform and cannot use authority or legitimate power over providers.

The legal framework for the sale and purchase of products and services is strongly impacted in the collaborative economy. The same applies to the contractual relationship between the platform and providers and between providers and users. The collaborative economy platform can be considered a simple intermediary between supply and demand, which is similar to the digital economy. This aspect is essential because it is linked to the very useful trust factor in commercial transactions.

In the traditional economy, firms compete for customers' time, energy, and money (Day & Wensley, 1988). In the collaborative economy, the challenge is twofold since its companies compete not only with each other but also with traditional companies (Airbnb vs. Hotels or Uber vs. Taxi). In the collaborative economy, platforms are also in competition with their customers, particularly providers who can also allow other consumers to access their property and benefit from it. As the number of customers (consumers and providers) is very decisive in the success of collaborative economy platforms, there is a dynamic that means that the first on the market has a good chance of monopolizing the majority by taking advantage of the first-mover advantage (winner takes all) (Wallenstein & Shelat, 2017).

On the other hand, providers in the collaborative economy play an important role in the appropriation of value but on a personal basis. Providers with a network, ease of use of new technologies, relationship with consumers, and emotional and cognitive capacities create much more value than those who are isolated or do not have qualities to manage the relationship with the consumer.

If we consider the business model of the collaborative economy, the value creation part is very different from that of a traditional economy. Value creation is not only done by the platform or by providers, but consumers can also become suppliers and are, therefore, co-creators of value. Researchers have put forward the concept of a production-customer journey compared to a customer journey, where the customer is only a consumer of goods and services (Dellaert, 2019).

Based on household production theory (Becker, 1965; Muth, 1966), institutional design theory (Carson et al., 1999), and behavioral theories, Dellaert (2019) proposed a conceptual framework to explain the phenomenon of consumer-producer in relation to marketing. A production-customer journey refers to a co-production process rather than a consumption process to take into account the fact that customers can also create value for other customers. Dellaert (2019) introduces two dimensions to explain the client-producer phenomenon. The first dimension describes the extent to which consumers are active as co-producers (individual, network).

The collaborative economy offers consumers temporary access to the goods of others. This temporary access can be a source of value creation or reduction for the consumer. On the one hand, it allows access to consumption for segments of consumers who cannot afford ownership of goods and allows owners to make the surplus from the use of produced products available to others for a fee. These proposals also see assets depreciate quickly with additional maintenance, repair, and replacement costs.

The collaborative economy, therefore, raises the question of usefulness for the consumer and provider since the use is ephemeral and contextual. The ephemeral nature of the product's use can affect the value for the consumer.

Another aspect of value creation relates to the categories of goods and services whose exchange is likely to create the most value for the consumer. Benkler (2006) suggests that goods and services that have a modular character are most probably traded efficiently through platform integration, which may explain the success of some firms in the collaborative economy market.

As the notion of customer has a two-way meaning in the collaborative economy, one can also wonder about the creation of value for the providers who are also customers of the platform at the same time. The collaborative economy has the effect of democratizing the market by allowing easy access to resources that are difficult to acquire for a large population. It is also possible that access to use instead of ownership can have significant ecological effects by reducing the consumption of goods because existing goods are fully employed and underused (Eckhardt et al., 2019).

*3.2.2. Customer Journey in a Collaborative Economy*

In addition to brand management, traditional companies must manage the customer journey during all its stages, from the consumer's awareness of their needs to the recommendation of products and services by others. To ensure high quality of this experience, companies influence the behaviors of their service providers, whether they are employees or part of the distribution chain. This influence is achieved through selection, training, sanctions, and rewards.

In a collaborative economy, these traditional tools may be less effective insofar as users have access to heterogeneous and varied services provided by other consumers. Furthermore, platforms face considerable challenges because they have limited control over the quality of the user experience, and actions of previous users can alter the conditions or performance of shared resources.

Therefore, the questions that arise relate to the nature of the customer journey in a collaborative economy. Research on consumer interactions with self-service technologies may provide the beginning of an answer. This research suggests that platform users have a major impact on the customer experience of other

users. Hazee et al. (2017) identified the following barriers to the use of sharing platforms: the reliability of other users, contamination due to the shared offer, and responsibility due to other users.

According to other research, user misconduct harms and worsens the customer experience of subsequent users (Schaefers et al., 2016). The research concludes that new theories are needed to identify the conditions under which the impact of other users can be negative or positive in the establishment of a collaborative economy. Perren and Kozinets (2018) suspect that when rating their customer experiences, consumers are likely to reflect experiences of their repeated transactions across different platforms and market reputation information to formulate an overall rating of the relevant platform. Meetings and interactions between users and suppliers can play a minimal role in the evaluation of platforms compared with traditional companies. Users may not regard suppliers as platform employees and hence do not hold the platform liable for good or bad relationships with the supplier.

*3.2.3. Proposal for a New Customer Journey in the Collaborative Economy*

The customer journey designates the typical path followed by a customer in his relationship and his interactions with a brand or a company and the actions taken by the customer between the moment when he notices his need and the moment post-purchase (Kotler et al., 2017). Starting from the elements mentioned above and for the collaborative economy, this course becomes omni-channel because it includes online and offline elements.

Consumers and potential customers are increasingly being solicited these days. Therefore, they prefer to ignore messages from brands to seek more reliable sources and advice from other sources, in particular the so-called four Fs (family, friends, fans, and followers). Therefore, companies must trace customer journeys to focus efforts on the most relevant points of contact, especially since direct access to the customer is increasingly difficult.

Therefore, customer journey evaluation models have undergone significant changes.

| | | | | | |
|---|---|---|---|---|---|
| **Lewis** | A (attention) | I (interest) | D (desire) | A (purchase) | |
| **Rucker** | A (aware) | A (appreciation) | | A (the act) | A (act again) |
| **Kotler** | A (aware) | A (appeal) | A (ask) | A (advocate) | A (advocate) |

Figure 3. Customer journey evaluation model changes

Based on the Lewis (AIDA) and Rucker (4a) models, interest and desire are transformed into favorable disposition, and the repurchase considers loyalty of the customers. In the Rucker model, the progression is funneled vis-à-vis the brands considered by the customer.

In Rucker's model, interest and desire turn into a favorable disposition, and repurchase takes customer retention into account. The progression is funnel-shaped vis-à-vis the brands considered by the client. Rucker's journey is personal. The brand influences the customer only during points of contact with the company.

Kotler's model (5A) attempted to reflect the rise of network and community influence in the digital economy era. Consumers who need information will seek it out and interact with better informed and more experienced users. Loyalty is no longer defined solely by redemption but by the desire to defend the brand. Hence, the recommendation stage is where the consumer becomes an active promoter and spontaneously recommends the brand without being asked to do so.

The amount of time customers spend at each stage of their process varies by industry. Companies must make a comparison and evaluate the time spent at each stage not only between industries but also within the same industry to optimize and evaluate their marketing strategies.

At each of these stages, the question arises of the main sources of consumer influence. There are three sources in different proportions according to the stages of the journey and categories of customers and their experiences: sources of personal influence, influence from others, and outside the influence; the external influence is controlled by the company. The only way for companies to influence consumers through others is sponsored community marketing, such as corporate social responsibility.

Platforms have limited control over the quality of the customer experience (provider, consumer). The non-uniform nature of the service in the collaborative economy is another challenge for optimizing the customer journey.

In the first stage of the traditional consumer journey, consumers search the market for products that satisfy their (latent) needs; consumption needs. Thus, the consumer's traditional decision-making tasks consist of seeking information and predicting the level of consumption utility that different products will provide them about consumption. In the consumer production journey, the consumer switches roles and takes on part of the traditional production role, for example, by actively promoting the brand and approaching new consumers (Kumar et al., 2010). Consumers who are more advanced in understanding the product needs of other consumers and the product innovations that best meet those needs can also provide recommendations and co-design new product options for other consumers (Franke & Piller, 2004; Von Hippel, 1986).

In the second stage of the traditional consumer journey, consumers purchase the goods and services they prefer for their consumption experience. The task of the consumer is traditionally to compare different products available on the market that seem suitable for consumption and then decide on interesting purchasing alternatives. When consumers become active as co-producers, they themselves become sellers and distributors. For example, consumers can engage in

social commerce and sell or distribute products through online platforms such as eBay and Etsy (Stephen & Toubia, 2010).

The third stage of the traditional consumer journey represents the actual consumer experience. At this stage, consumers use goods and services to generate experienced consumption utility. When consumers are active as producers in the consumption stage, they co-produce experiences for other consumers. Consumers may be actively involved in sharing their capital goods with others, for example, driving their own car to transport other consumers, for example, with Uber, or when sharing their home with tourists by Airbnb (Zervas et al., 2017).

Finally, the fourth stage of the traditional consumer journey involves thinking about the consumer experience. Consumers generally evaluate the quality of their consumption and take actions to improve or adjust their experiences. From the viewpoint of consumer decision-making, this evaluation can constitute an important input for subsequent consumption decisions (Wirtz et al., 2003). When they become co-producers, consumers perform some of these activities for other consumers. For example, consumers review their consumer experiences for the benefit of other consumers on online platforms such as Yelp, where they contribute to peer-to-peer online consumer support networks (Mathwick et al., 2008).

When the four stages of the consumer's production journey are considered in conjunction, there may be partial reiterations between the stages that follow each other. As many events are multi-dimensional and repetitive (e.g., preparing a daily dinner), the different steps are probably linked by experience. Despite this interconnectedness, conceptually, distinguishing the different stages helps marketers examine the different consumer activities, evaluation processes, levels of expertise, and levels of engagement that are specific.

# 4. Conclusion

The character of consumer experience in the collaborative economy has been illuminated by this literature assessment. The customer of collaborative economy platforms is both a consumer and a service provider or co-creator of value. As a result, depending on the customer's position (consumer or provider), two distinct paths exist. This differentiation suggests different natures of the customer journey for which we propose the six A circuits (aware, appeal, ask, act, act again, advocate).

In the collaborative economy, the supplier function is shared by both the platform and the service provider (the one who shares the good); thus, the customer journey is twofold.

Within A platform customer path (6A), there is a customer path for the service provider (3A). Here, the two paths intersect because they share the same platform, information, and goods.

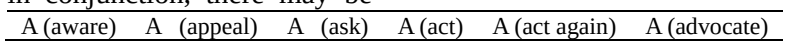


Figure 4. A platform customer path (6A) (Developed by the authors)

Along the same lines as Kotler's customer journey, our proposition is aimed at all those who know the brand and defend it, even if they are not real buyers. Customers can participate in the customer journey at any time. They can connect to the platform whenever they want to obtain information, look at the information that may appeal to them, and end up recommending the good (based on comments from customers and suppliers, for example). In addition, the evaluation of the customer experience might begin from the end of the platform and service provider. It follows for the intervener, the mutual information between the consumers of the customer experience vis-à-vis the platform and that vis-à-vis the service provider.

This journey can be more efficient if users have access to heterogeneous and varied services provided by other consumers. Furthermore, platforms confront significant challenges because they have limited control over the quality of user experience, and prior user actions can affect the conditions or performance of shared resources.

The measurement of customer experience is also a source of questioning in research into the matter, but the measurement of the quality of the customer experience proposed by Klaus and Maklan (2013) remains, in our opinion, a good starting point for understanding the customer experience in the sharing economy.

To better conceptualize the customer experience, there is a need for research to develop and test a global conception of the customer experience and the customer journey, as well as to investigate how marketing constructs (quality of service, commitment) might be attached to the customer experience.

At each stage of the journey, a particular interest must be given to the different components of the consumer experience (sensory, effective, cognitive, physical, spiritual, and social).

Models that incorporate both short-term consequences of the consumer journey (conversion rate) and long-term loyalty (repurchase, retention, and CLV) will be extremely valuable. Furthermore, special consideration should be given to the influence of customer experience in other sectors or areas in the traditional economy on that in the collaborative economy. In the collaborative economy, the moments that matter in the consumer journey must be identified. Another concern is whether different customer segments prefer different types of touch points, particularly when new technologies are used.

Exploratory research is needed to develop advanced models on how users appreciate the nature and role that service providers should play on collaborative economy platforms (Eckhardt et al., 2019) in other areas, contexts, and cultures. The research can also provide

insights into how consumers incorporate feedback from their interactions with both the platform and service providers during their journey.

The nature, determinants, and implications of the consumer experience in the collaborative economy represent a triple challenge for research that might investigate a conceptual model tailored to this new economy. Particular consideration should be given to the meaning of these elements for emerging economies, as well as other socioeconomic and cultural factors that may influence the behavior of customers of collaborative economy platforms as a component of the digital economy in general.

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## Appendix I

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