

AN EMPIRICAL STUDY OF SERVICE
ENCOUNTER EVALUATIONS, TIME,
AND ORDER EFFECTS:
THE "SEE" MODEL

BY

JERI LYNN JONES

Bachelor of Business Administration
The University of New Mexico
Albuquerque, New Mexico
1986

Master of Business Administration
The University of New Mexico
Albuquerque, New Mexico
1988

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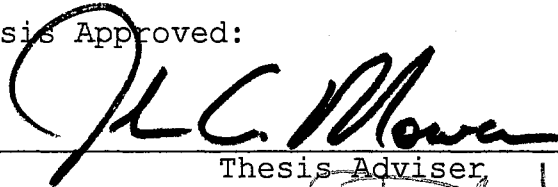
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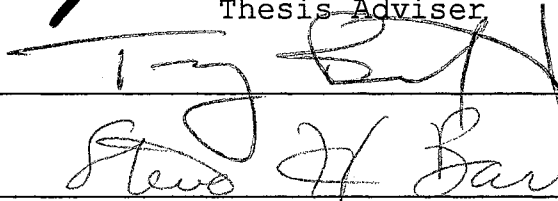
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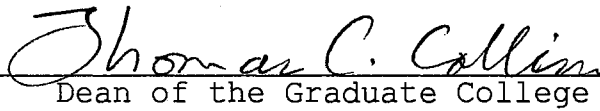


Thesis Adviser



Steve H. Barr

G. Chakrabarty



Dean of the Graduate College

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TABLE OF CONTENTS

Chapter	Page
I. CHAPTER ONE:	1
Introduction.....	1
Researching Satisfaction as a Process.....	4
Research Purpose.....	7
Research Question.....	9
Organization of the Dissertation.....	9
II. CHAPTER TWO: Literature Review.....	11
Introduction.....	11
Service Encounter Literature Review.....	12
Previous Models of Service Encounter Evaluation.....	18
Consumer Satisfaction Paradigms.....	28
Overview.....	39
III. CHAPTER THREE: Theoretical Background and Research Hypotheses.....	44
Introduction.....	44
Order Effects Bias.....	46
Outcome Bias.....	65
Service Encounter Evaluations.....	73
The "SEE" Model.....	80
Hypotheses.....	92
IV. CHAPTER FOUR: Research Methodology.....	98
Design Overview.....	98
Stimuli.....	101
Subjects.....	103
The Procedure.....	103
Manipulations.....	105
Measurement.....	105

V. CHAPTER FIVE: Research Results.....	112
Introduction.....	112
Issues of Structure and Reliability.....	113
Description of Sample.....	116
Manipulation Checks.....	119
Tests of the Hypotheses.....	123
Additional Exploratory Tests.....	138
VI. CHAPTER SIX: Interpretation, Summary & Conclusions..	139
Overview.....	139
Discussion.....	140
Future Research Possibilities.....	153
Implications.....	154
Limitations.....	159
Server Provider Action Steps.....	161
Summary.....	162
REFERENCES.....	164
APPENDIX A--Measurement Instruments.....	170
Instructions to Students.....	171
RESBSGB.....	172
RESBSBG.....	179
REEOSGB.....	187
REEOSBG.....	194
ROSBSGB.....	199
ROSBSBG.....	206
ROEOSGB.....	213
ROEOSBG.....	219
AESBSGB.....	225
AEEOSGB.....	232
AESBSBG.....	238
AEEOSBG.....	245
AOSBSGB.....	251
AOSBSBG.....	258
AOEOSGB.....	265
AOEOSBG.....	271

LIST OF TABLES

TABLE	PAGE
I: Hogarth and Einhorn Belief Adjustment Model.....	55
II: Summary of Manipulations.....	106
III: Dependant Variable and Exploratory Measures.....	109
IV: Item to Total Correlations--Restaurant.....	117
V: Item to Total Correlations--Auto Repair.....	118
VI: Four Way ANOVA.....	124
VII: ANOVA: Hypothesis One.....	128
VIII: ANOVA: Hypothesis Two.....	130
IX: Contrasts: Experiential.....	133
X: ANOVA: Hypothesis Three.....	135
XI: Contrasts: Outcome.....	137
XII: Summary of Hypothesis Results.....	141

LIST OF FIGURES

FIGURE	PAGE
1: Bitner (1990) Service Encounter Evaluation Model.....	24
2: Service Encounter Evaluation (SEE) Model.....	81
3: Hypothesized Pattern for Hypothesis Two.....	95
4: Hypothesized Pattern for Hypothesis Three.....	97
5: Experimental Design of Study.....	100
6: Hypothesis One Pattern of Means.....	127
7: Hypothesis Two Pattern of Means.....	132
8: Hypothesis Three Pattern of Means.....	136
9: Order by Situation Pattern of Means.....	142
10: Order by Response Pattern of Means.....	144
11: Hypothesis Two Pattern of Means.....	145
12: Hypothesis Three Pattern of Means.....	147
13: Comparison of Auto Repair and Restaurant Mean Patterns of Hypothesis Two.....	149
14: Comparison of Auto Repair and Restaurant Mean Patterns of Hypothesis Three.....	151

CHAPTER I

INTRODUCTION

For consumers, satisfaction with a service firm often depends on the evaluation of the "service encounter", or the time period in which the consumer interacts with service providers of the firm. Services have become crucial to the U.S. economy as service industries continue to grow. Jayanti and Jackson (1991) suggested that "...due to the increasing importance of services to the economy, processes underlying service satisfaction need to be explored further." Consumer loyalty, repeat purchasing, and positive word of mouth communications are considered by many to be directly influenced by consumer satisfaction. As such, researchers have begun to focus on the need to better understand consumer decision making processes and post purchase satisfaction evaluation processes in both the product and service sectors.

Consumer satisfaction with products has received a great deal of attention over the past decades. However, there are still many areas regarding post purchase evaluations with respect to the services industry that warrant attention. Singh (1991) suggested that services

unique characteristics increase the complexity of consumer satisfaction evaluation. Thus, issues concerning the structure of satisfaction are especially critical. As far back as 1983, Smith and Houston also noted that due to the characteristics that distinguish services from products, the generalizability of the disconfirmation paradigm has been constrained. The SERVQUAL instrument developed by Parasuraman, Zeithaml, and Berry (1988), in its present form, is intended to ascertain customers' global perceptions of a firm's service quality and indirectly assess satisfaction. In a recent 1994 article, Parasuraman et al. called for further research investigating such areas as: How do customers integrate transaction specific evaluations in forming overall impressions within a service? Are some transactions weighed more heavily than others because of "primacy" and recency" type effects? Do transaction specific service quality evaluations have any direct influence on global service quality perceptions, in addition to the indirect influence mediated through satisfaction?

Consumer satisfaction/dis-satisfaction research has shown that there are no simple, mechanistic linkages between objective measurable product attributes and the subjective perceptions of consumers as relied on in the product-attribute literature about quality (Hunt 1977). Hence, the introduction of the intervening concept of consumer

satisfaction. Satisfaction is the consumer's subjective evaluation of a consumption experience, based on some relationship between the consumer's perceptions and objective attributes of the product or service (Hunt 1977). Using a consumer satisfaction approach in services, attention is expanded from understanding and manipulating the production system and its outputs to understanding the consumer's perception and psychological, sociological, and contextual factors resulting from, and impinging upon, a service interaction. Management consequently increases its efforts to develop more useful and accurate measures for monitoring consumer satisfaction (Klaus 1985).

To understand satisfaction in this operational sense requires knowledge not only of the physical attributes of a service, but also of the psychologically and culturally determined ways by which consumers perceive, interpret, and hence affect the service interaction. Consumer satisfaction is a psychological concept that becomes empirically manifested only in individual interactive behaviors and experiences by consumers. These behaviors and experiences are often confounded by changing physical, situational, and other contextual variables. In light of vast amounts of research concerning such topics, inferences about consumer satisfaction are still speculative, and managerial interventions aiming directly at consumer satisfaction lack

an identifiable target (Klaus 1985).

Tse, Nicosia, and Wilton (1990) suggest that there are at least six dimensions outlining a behavioral process. They include the motivating force underlying the process, post-purchase activities and feedbacks, consumer, product, time, and situational influences. They propose that each dimension is an important part of a consumer satisfaction process and that their interaction through time represents the dynamics of the satisfaction process.

When satisfaction is thought of as a process, time becomes an important independent variable, both by itself and through its interaction with other dimensions. Time can be conceptualized as a scarce resource to be allocated among different activities. As such, time can also be an inherent quality of a consumer's interaction with his/her environment. Time also interacts with product performance in the satisfaction process (Tse et. al. 1990).

RESEARCHING SATISFACTION AS A PROCESS

Tse et. al. (1990) outline three methodological challenges relating to researching satisfaction as a process. They include 1) how to capture the time component, 2) which variables need to be studied, and 3) how to measure

these variables.

In an effort to capture the time component in the satisfaction process, research should move beyond cross-sectional and single usage experience studies. Day (1977) summarized the satisfaction literature prior to 1977 as dealing exclusively "with a single isolated consumption experience, with (the consumer's) evaluation focused on particular attributes or qualities of a specific item, and responses taking place immediately after the experience." He suggested that researchers could design multiple interactions over time, or repeated trial studies. Such studies would be appealing because of different extended usage experiences, including good performance followed by poor performance (and vice versa), poor performance on both occasions and/or good performance on both occasions. As such, studies would be extended beyond the traditional single consumption experience to assess the effects of conflicting, or consistent product/service performance over time (Tse et. al. 1990).

Comprehensive models of post-purchase processes which are now emerging demonstrate that it is not enough simply to measure the satisfaction results of some evaluative process whereby the consumer compares the perceived performance against some prior performance expectations. Satisfaction as a process highlights a consumer in his/her experiences

interacting over time rather than investigating a consumer as a mere receptor for persuasive product/service information. Singh (1991) suggested that consumer satisfaction could be accurately understood as a collection of multiple satisfactions with various objects that constitute the service system. Clearly, new models and research investigating "satisfaction and the service encounter as a process" are warranted.

This paper presents a theory in which satisfaction is construed as a process of consumption experience. Shostack (1985) defines a service encounter as "a period of time during which a consumer directly interacts with a service." It is proposed that satisfaction with a service encounter should be thought of as a multi-dimensional process in which the customer evaluates the interactions that occur over a finite period of time. As such, satisfaction evaluation updating that explicitly accounts for order effect phenomena is being explored. By developing a dynamic, multidimensional model of service encounters, the dissertation will integrate previous research efforts and propose research hypotheses.

RESEARCH PURPOSE

The purpose of this research is to conceptually and empirically explore processes underlying satisfaction within the realm of the service encounter. More specifically, this dissertation is arranged into three major sections.

First, a comprehensive literature review on service encounters, satisfaction evaluation theories, and order effects is developed. It is important to show where and how the present research in order effects bias, and satisfaction evaluation theories fit into the current service encounter literature. By reviewing the overall literature in these three areas, we may gain a greater appreciation of the gaps in knowledge as well as the potential contributions of the present research. The author also believes there is inherent value in a thorough review of these literatures as it provides the reader with a foundation of knowledge to be used while considering the proposal for a new service encounter satisfaction evaluation model.

Second, a new conceptual model of service encounters is offered. A Multi-stage service encounter evaluation model (the SEE Model) is proposed extending Hogarth's and Einhorn's 1992 Belief-Adjustment model. This model should prove useful for the categorization, organization, and

presentation of current and new research findings. Its main contributions are in that it allows for service encounters to be viewed from a temporal perspective giving credence to the possibility of encounters being made up of a series of interacting events or occurrences experienced over a particular period of time. It also allows one the opportunity to focus on the processes utilized when combining pieces of information and any possible interactions (hence possible order effects) and assess their influence on overall satisfaction evaluations. With this model, an improved understanding of service encounters is offered.

Finally, an empirical test for the presence of order effects bias in consumer evaluations in two types of service encounters utilizing two different sets of circumstances outlining the overall goal for entering into each service is conducted. The study within this dissertation utilizes predictions from the belief adjustment model, and from the outcome bias literature to test the impact of order of information on consumer evaluations within two service encounters given two different situational contexts. There are currently no published studies related to satisfaction evaluation influenced by order effects in the service encounter or satisfaction literatures.

RESEARCH QUESTION

This dissertation employs an experimental design to investigate the impact of order effects and type of information processing that may influence service encounter satisfaction evaluations. This paper proposes that a service encounter should be thought of as a flow of activities or series of events experienced over time. Given this assumption, the following research question is posed:

Do different service situations, response modes, and order of positive/negative information influence consumer service encounter satisfaction evaluations?

ORGANIZATION OF THE DISSERTATION

This dissertation consists of six chapters. Chapter I provides an introduction to the research question and the purposes of the study. Chapter II reviews the relevant literature in the service encounter, and satisfaction evaluation theories. Chapter III provides a theoretical synthesis and framework for the study by examining in detail the prior literature on order effects. The research

hypothesis are derived from this theoretical base, and are offered in chapter III. A new model of service encounter satisfaction evaluation is proposed based in part on Hogarth and Einhorn's Belief-Adjustment Model. Chapter IV outlines details concerning the methodology utilized in this study. A description of the design, stimuli, subjects, procedure, measurements, and methods of data analysis are provided. Chapter V presents the findings of the study. Finally, Chapter VI offers a discussion of the results, limitations of the research study, and implication for service providers.

CHAPTER II

LITERATURE REVIEW

INTRODUCTION

The primary goal of this chapter is to demonstrate that while our knowledge of satisfaction evaluation in general has greatly increased over the past few decades, many opportunities exist for future research within this domain. In an effort to fit the present study within the context of existing knowledge, as well as accentuate new contributions made by the present study, a broad survey of the service encounter and satisfaction evaluation literature is presented

Service marketing refers to the marketing of activities and processes rather than objects or goods. There are still considerable differences of opinion within the marketing discipline as to whether products and services are more similar or dis-similar. Most attempts to separate the two into one or more dimensions ultimately arrive at a continuum with products as one anchor, services at the other extreme, and a host of alternatives representing a blending of the two. It can be said that although services marketing may

not be unique, a focus on the marketing problems so commonly found in this sector will not only expand our knowledge base, but also contribute to improved marketing concepts applicable to both goods and services.

SERVICE ENCOUNTER LITERATURE REVIEW

One of the consequences of the recent interest in services marketing is the increased attention given to the importance of the person-to-person contact between the buyer and seller to the overall success of the marketing activity. Acknowledgment of the importance of this buyer-seller interaction is especially relevant in those situations where the service component is a major element of the total offering. If consumers of products providers--who at most spend some small percentage of their time in encounters--desire satisfying exchanges, such experiences should be even more important to service providers. Encounters with customers can account for a provider's total working time in some instances. The recent and broad ranging attention on service encounter satisfaction and service quality speaks to both the importance and complexity of the issues (Bitner 1990).

Consumer satisfaction is directly and immediately

influenced by the management and monitoring of individual service encounters (Parasuraman, Zeithaml, and Berry 1994, 1988, 1985, Solomon, Surprenant, Czepiel, and Gutman 1985). Solomon et al. (1985) propose that the dyadic interaction between a service provider and a customer is an important determinant of the customer's global satisfaction with the service. To the extent that the interaction with the sales person is an element in the total offering, the encounter is important and, in fact, constitutes a service encounter. They define a service encounter as "face to face interactions between a buyer and a seller in a service setting." The interaction emphasis highlights the overlooked importance of the service encounter as a psychological phenomenon that has a major impact upon exchange outcomes. As such, the ability to identify mutually satisfying factors in encounters will be helpful in the design of services, the setting of service level standards, the design of service environments, the selection, training, and motivation of service providers, and in attempts to shape customer behaviors.

The term "service encounter" has attained widespread use in marketing in a relatively short period of time. In 1987 Surprenant and Solomon drew on the earlier work of Solomon et al. by defining service encounters as "the dyadic interaction between a customer and service provider." Thus

far, much of the research involving service encounters focuses on the interpersonal element of the service firm's performance.

Czepiel, Solomon, Surprenant, and Gutman (1985) conceptualized service encounters as one specific form of human interaction based on a set of assumptions regarding their distinguishing characteristics. As such, service encounters are not viewed as random acts but rather they are thought to follow a common outline and possess features distinguishing them from other human interchanges. These distinguishing features are as follows:

1. Service encounters are purposeful. Service encounters belong to a special goal-oriented class of human interactions as opposed to simple interactions between two individuals which may occur for a variety of reasons including accidental, emotional, or political.

2. Service providers are not altruistic. The primary reason for existence of most service providers is to provide a specified service as part of a job for which he or she is paid. Both parties recognize the encounter as work.

3. Prior acquaintance is not required. While one does not usually engage in extended interactions with strangers, service providers are strangers who may be approached with societal approval as long as the approach occurs within the limits of the service encounter.

4. Service encounters are limited in scope. The nature and scope of the service to be delivered restricts the scope of the interchange. For example, a physician is not expected to give financial advice. Aside from comments concerning neutral nontask subjects, such as sports or weather, the scope of the interchange is usually quite focused.

5. Task-related information exchange dominates. It is most often the task-related information exchange dominates the interchange in terms of importance. For example, in an informal setting such as a beauty shop, an observer might code the content of conversation as 10 percent task and 90 percent nontask. More formal service settings, such as a bank teller counter or fast food restaurant might be coded 90 percent task and 10 percent nontask in terms of content. However, irrespective of the percentages assigned, task related information is generally viewed as being more important than non-task related information.

6. Client and provider roles are well defined. Purposeful interactions between strangers require rules to complete a task. The basic set of rules which give structure to the interchange are contained in the roles assumed in the interchange by each actor (i.e. buyers or sellers). Some role expectations may be generalized across many different settings, while other role expectations may be specific to a

particular type of service.

7. A temporary status differential occurs. Roles of provider and client may in some cases provide for a temporary suspension of the "normal" social status held by a party. For example, a lawyer considered by many to hold a high social status, may work for clients of either higher or lower social status.

Shostack (1985) uses a broader perspective while defining the service encounter as "a period of time during which a consumer directly interacts with a service." This definition encompasses all aspects of the service firm with which the consumer may interact including physical facilities, personnel, and other visible elements that may be present during the encounter. Her definition does not limit the encounter to interpersonal interactions between service provider and receiver and is also one of the first to incorporate a temporal perspective.

The inclusion of a time dimension in the definition of a service encounter allows for the possibility of multiple contacts between provider and consumer. This moves the encounter from a discrete exchange into more of relational exchange within the context of a single encounter transaction. Due to the possibility of multiple contacts within an encounter, one must now consider the impact of any interaction effects on an overall evaluation.

In reviewing the literature on service encounters, one can find references to a temporal perspective in that researchers are willing to admit that a service encounter occurs over a period of time (Bitner 1990; Bolton and Drew 1991a,b; Brown, Churchill, and Peter 1993; Parasuraman, Berry, and Zeithaml 1990, 1991, 1993; Woodruff Cadotte, and Jenkins 1983; Shostack 1985). Parasuraman et al. (1994) suggest that in the framework of customer satisfaction and service quality, the term "transaction" can be used to represent an entire service episode (e.g., a visit to a fitness center or barber shop) or discrete components of a lengthy interaction between customers and the firm. Although reference has been made regarding a time dimension within service encounters, no previous research has been found that specifically addresses this dimension as a primary factor influencing evaluations made within the encounter. Gremler and Bitner (1992) made some reference to a time dimension in their replication and extension of an earlier study attempting to distinguish satisfying service encounters from dissatisfying service encounters (Bitner, Booms, and Tetreault 1990). Several variables were included in the design of their study, including the use of different points in time which allowed for a limited test of the generalizability of the proposed scheme over time. However, even with the addition of the time component found in

Gremler and Bitner (1992), there is still an absence in research viewing "time" as an influencing variable itself as opposed to using "time" for the purposes of conducting a longitudinal study. With the addition of a temporal perspective, one must now consider a list of other possible factors that might influence service encounter evaluations (i.e., primacy-recency effects, outcome bias, halo effects, etc.).

PREVIOUS MODELS OF SERVICE ENCOUNTER EVALUATION

Two general models of consumer satisfaction evaluation are found in the literature within the context of service encounters. Each of these models are discussed and will be compared to help identify current findings and shortcomings in the service encounter evaluation literature.

Czepiel, Solomon, Surprenant (1985)

Czepiel et. al.'s (1985) model, "Service Encounters: An Overview" suggests that while it is true that all service encounters are similar in that all are a special form of purposeful human interaction, it is also true that client expectations of the behaviors appropriate to each different service setting are not necessarily the same. Even further,

content or industry-based distinctions do not necessarily provide an adequate service taxonomy. For example, they suggest there is as much variation in consumers' expectation about what makes for a satisfying service encounter among different medical services offerings as there is between medical services and financial services.

In their model Czepiel et al. (1985) hypothesized that differing expectations regarding the content of client and provider roles that consumers have about service encounters and consequent outcomes is a function of 1) client perceptions, 2) provider characteristics, and 3) production realities. It is thought that these three sets of factors allow for a reduction of many sets of seemingly unique services into more homogeneous, smaller sets of services sharing common elements. For example, it may be that the determinants of satisfaction in two different service offerings may be quite similar due to the sharing of certain crucial characteristics associated with each service.

Client Perceptions. Client expectations that will be used in determining the content of satisfactory encounters are formed by the client's perceptions of the service and level+ of involvement. The perceived character of the service is made up of several elements interacting. These include the clients perceptions of the "purpose" of the service; the "motivation" for consumption, the "result" of

the service, the "salience" of the service, the perceived relative "cost" of the service, the perceptions of "reversibility" of the service, and the perceived "risk" of acquiring the service.

Client Perceptions. There are several characteristics thought to influence what consumers evaluate as a satisfactory encounter. Provider expertise and the extent to which the provider exercises discretion in applying his or her expertise to the task can affect the outcome of the service. There are also a number of difficult to measure traits such as helpfulness, friendliness, openness, concern etc. It must be noted that the impact of these types of concepts is a function of the inherent personality of the provider, the consumer's perception, the consumer-provider interaction, and the given situation.

Production Realities. Production realities refer to the basic structural components of a service. These components might include, but are not necessarily limited, to the following:

- 1) Time factor. Differing consumption durations and/or frequencies with which the service is consumed may require different types of interactions (Davis 1980).
- 2) Technology. The nature of the transaction encounter will be influenced by the technology used to produce and deliver that service. As such, differences may be

found across services where the provider is an attendant versus a participant in the production process, or whether the delivery of the service is human or mechanical (Davis 1980).

- 3) Location. Services performed at the cite of the consumer may differ from services performed at the cite of the provider.
- 4) Content. The emotional, cognitive, or physical content of the service may make a difference. Services of a physical nature differ considerably from those having a high degree of cognitive or emotional content (Lovelock 1983).
- 5) Complexity. Service complexity is thought to be a function of the number of activities performed and the interrelationships among those activities (Brown and Fern 1981).
- 6) Formalization. The extent to which the service allows for variation to meet the needs of the consumer or the situation describes the term formalization. Services will often differ in their amounts of standardization, codification, and routinization (Brown and Fern 1981).
- 7) Consumption Unit. Consumption of services may occur at the individual level, in small or large groups.

Czepiel et. al. (1985) suggested that the outcome of a

service encounter can be assessed from three perspectives: 1) the organization, 2) the consumer, and 3) the service provider.

Organizational Evaluations. The organizational perspective is relatively easy to specify in that managers desire that the encounter encourages repeat purchases, behavioral compliance, and positive word-of-mouth communications. Primarily, managers are concerned with the results that encounter evaluations have on the organization's success in achieving its goals.

Consumer Evaluations. A service can be divided into two elements: the manner in which the service is performed or delivered, and the actual service itself. In this model satisfaction with a service encompasses both elements, however the outcome of the actual service is always paramount. According to Czepiel et. al. (1985), no amount of satisfaction with the delivery of the service encounter can compensate for a service not performed. As such, the manner in which the service is delivered can overcome only small deficiencies in the quality of the outcome of the service.

Provider Evaluations. Service providers are usually concerned that their consumers receive good service and often become frustrated when organizational limitations, or lack of concern inhibit their ability to provide such

service. One must also remember that many rewards (such as pay or promotion) are often dependent on the outcome of the service encounter.

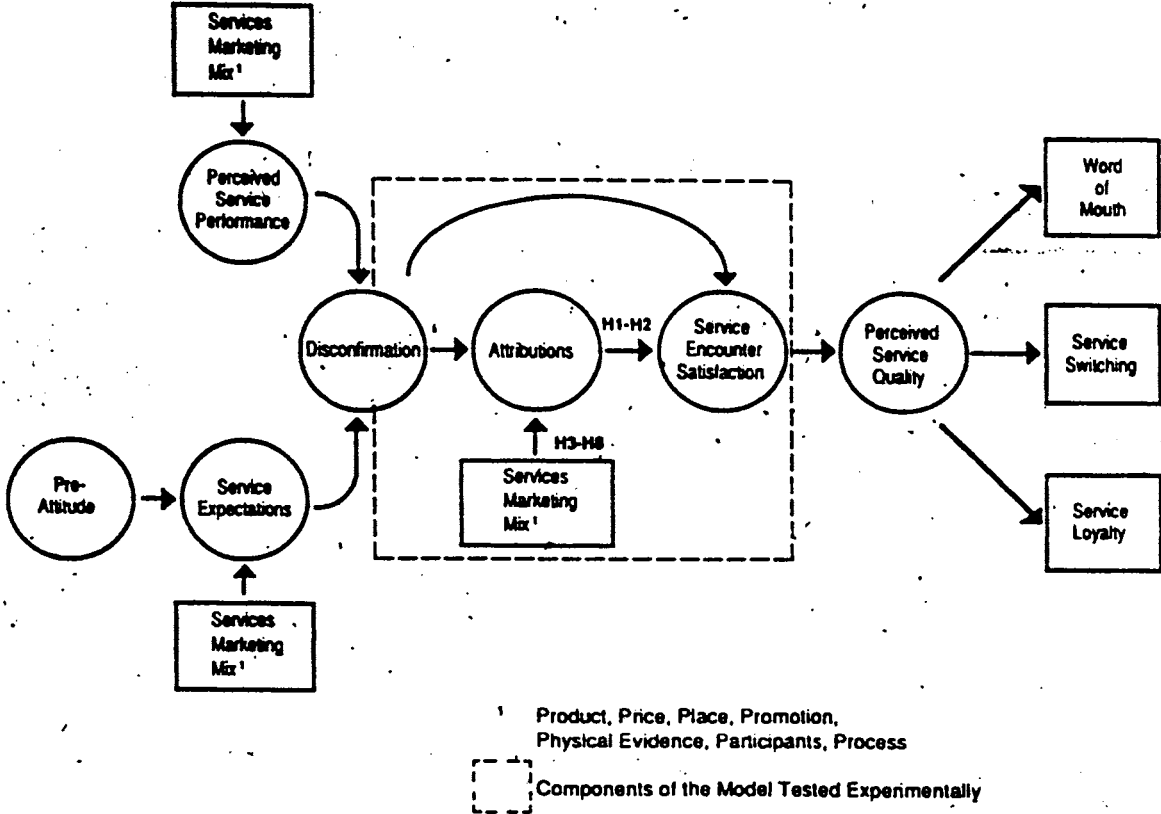
Bitner 1990

Bitner (1990) also developed a conceptual model attempting to explain the consumer satisfaction evaluation process and perceived service quality from a service encounter perspective (See Figure 1). The model illustrates how marketing mix elements are defined as controllable variables coordinated to influence consumer satisfaction. Due to the distinguishing characteristics of services, Booms and Bitner (1981) proposed an expanded marketing mix for services consisting of the traditional marketing mix elements and three new variables: physical evidence (physical surroundings and all tangible cues), participants (all human actors including firm personnel and other customers), and process (procedures, mechanisms and flow of activities).

In the model, Bitner (1990) suggests that a consumer's preattitude will influence expectations about the outcome of a particular service encounter. The consumer's reaction is a result of a comparison of prior expectations and perceived

FIGURE 1

BITNER (1990) SERVICE ENCOUNTER
EVALUATION MODEL



performance, resulting in confirmation of expectations or positive/negative disconfirmation. Causal attributions will then mediate consumer satisfaction suggesting an attribution-affect behavior sequence rather than the affect-attribution action sequence implied in earlier satisfaction research (Folkes 1984). The resulting service encounter satisfaction level then serves as an input into the more general construct, perceived service quality (or attitude), which in turn leads to later behaviors toward the service firm (Bitner 1990; Oliver 1980).

Bitner defines satisfaction as closely related to, but not the same as, the consumers's general attitude toward the service. Satisfaction assessments relate to individual transactions whereas attitudes are more general such that satisfaction can be distinguished from perceived quality (Parasuraman et al. 1988, Zeithaml 1988).

When comparing these two models, it is important to recognize that the models view the service encounter from two different perspectives. Czepiel et. al. (1985) are suggesting that the service encounter outcome evaluations may be made from three different perspectives or "roles" (i.e., Organizational evaluations, client evaluations, and provider evaluations). Bitner (1990) appears to be defining service encounter evaluations from the consumers' point of view. This perspective would be most similar to what

Czepiel et al. (1985) referred to as "client evaluations". Within this context, one similarity that can be found between the models is that both make reference to service encounter evaluations consisting of two elements: 1) "process" or "functional" qualities (the manner in which the service is performed or delivered), and 2) "outcome" or "technical" qualities referring to the actual service itself.

The main difference found between the two models lies in their main focus within the service encounter. Bitner's (1990) model addresses the entire service encounter episode from a holistic perspective focusing on the linkages between a state of disconfirmation, attributions regarding these disconfirmations, and service encounter satisfaction, as it relates to perceived service quality. Czepial et al. (1985) focus on the actual elements within the service encounter (i.e., client perceptions, provider characteristics, and production realities) to be evaluated when making a service encounter satisfaction judgement.

Although a contribution has been made by these models of service encounter evaluations, neither have made any advancement toward the inclusion of a time dimension and its possible interactional influence on a satisfaction evaluation. For example, looking again at Bitner's 1990 model, a consumer is assumed to move from a state of

disconfirmation to making various attributions for disconfirmation before determining his or her level of satisfaction. Depending on the nature of the causes, the level of satisfaction and subsequent behaviors may be modified. The weakness in this part of the model can be seen when viewing the service encounter evaluation process as occurring over a period of time. Taking this perspective, the model does not make any references or suggestions as to what happens when the consumer is making several evaluations dealing with different aspects of the service encounter over time. Can the outcome of one transaction specific episode within the encounter influence one's level of disconfirmation or attributions made for the next transaction specific episode occurring within the same encounter?

The same type of weakness is found in the Czepiel et. al. (1985) model in that attention is given to a long list of different service elements to be evaluated within a service encounter satisfaction judgment, however, no information is given as to how the evaluations of the individual elements might be combined into one overall satisfaction evaluation. A temporal perspective of the service encounter, along with any resulting interactional influences, is lacking in both of these models. Before one can address these areas, a deeper understanding of various satisfaction evaluation

theories is warranted.

CONSUMER SATISFACTION PARADIGMS

Satisfaction is an elusive and complex construct. Hence, one can easily recognize the difficulty in the task of measuring, quantifying, and predicting satisfaction. Consumer satisfaction is an assessment of an experience, having both cognitive and affective components (Cronin and Taylor 1992, 1994; Parasuraman et.al. 1991, 1994; Bitner 1990, 1992). Satisfaction is not inherent in a good or service, rather it is a person's perceptions of a product's or service's qualities as they relate to the person (Hunt 1977 a,b). As such, the entire encounter must be considered when trying to understand and predict satisfaction. It is largely dependent on the interaction of the product and the situation with the individual's expectations (Hunt 1977 a,b; Bitner 1990). Some theories of satisfaction suggest that satisfaction is not the enjoyment of the experience; but rather it is the judgment that the experience was at least as good as expected (Hunt 1977a,b).

How do people process or derive satisfaction or dissatisfaction evaluations upon completion of a service offering? Many theories and models attempting to explain

such processes have been proposed in past literature. Some of the more popular theories found to describe factors influencing satisfaction are: Expectancy Disconfirmation theory (Churchill and Suprenant 1982; Oliver 1980; Woodruff et al. 1983), Equity theory (Woodruff et al. 1983; Mowen and Grove 1983) Attribution theory (Folks 1984; Oliver and DeSarbo 1988; Bitner 1990), Actual Service Performance (Churchill and Suprenant 1982; Wilton and Tse 1983; Oliver and DeSarbo 1988), Comparison levels (McCallum and Harrison 1985), and Comparison levels for Alternatives (McCallum and Harrison 1985). Each of these theories will now be discussed in more detail.

Expectancy-Disconfirmation Theory

Since the early 1970s, the predominant model used in satisfaction studies has been the disconfirmation paradigm (Oliver 1980, Churchill and Surprenant 1982). According to Oliver (1980a,b), satisfaction is thought to be a function of the disconfirmation arising from discrepancies between prior expectations and actual performance. The satisfaction literature demonstrates that customer satisfaction may be influenced directly via prior expectations and perceptions of performance levels as well as indirectly via disconfirmation.

Expectancy-disconfirmation consists of two processes involving the formation of expectations and the extent of the disconfirmation of those expectations through performance comparisons. It is believed that prior to the actual transaction, consumers form expectations about product performance. The expectation level appears to provide a baseline around which disconfirmation judgements are made. Subsequent purchase and consumption of the product then reveals actual levels of performance. These perceived levels of actual product performance are then compared to the prior expectations utilizing a better-than, worse-than, heuristic (Oliver and DeSarbo 1988).

Although many would agree that expectations reflect some sort of anticipated performance, the question still remains 'with respect to what'? Consumers may use different types of expectations when forming opinions regarding anticipated performance levels involving different situations and product categories (Churchill and Surprenant 1982, Cronin and Taylor 1992).

Based upon whether perceived outcomes equal, exceed, or fall below expectations, the expectancy-disconfirmation model predicts that simple confirmation, positive disconfirmation, or negative disconfirmation will result. Positive disconfirmation occurs when perceived performance perceptions surpass prior performance expectations. If one

expects a certain level of product performance and perceives the performance to be better than expected, one should be satisfied. Alternatively, a negative disconfirmation occurs if the product performs worse than expected. If one expects a particular level of quality associated with a specific product and perceives the product to be of lower quality, one should be dissatisfied. Simple confirmation occurs if the product performance simply meets prior expectations and should result in neither satisfaction or dissatisfaction but merely acts to maintain an adaptation level (Oliver and DeSarbo 1988).

Service encounter satisfaction has also been defined within the disconfirmation of expectations paradigm whereby consumers reach satisfaction decisions by comparing service performance with prior expectations about how the service should perform (Bitner 1990). Each individual consumer is assumed to have expectations concerning the performance of each service which are then compared to actual perceptions of the service performance. If expectations exceed perceived performance levels, dissatisfaction results. When performance actually exceeds expectations, satisfaction results. (Churchill and Surprenant 1982, Oliver 1980, Tse and Wilton 1988, Bitner 1990).

Service quality has been described as a form of attitude, related but not equivalent to satisfaction, that

results from the comparison of expectations with performance (Cronin and Taylor 1992, Bolton and Drew 1991). Although researchers admit that the current measurement of consumer perceptions of service quality closely conforms to the disconfirmation paradigm (Bitner 1990, Bolton and Drew 1991), they also suggest that service quality and satisfaction are distinct constructs (Bitner 1990; Bolton and Drew 1991; Parasuraman et al. 1994, 1993, 1991 1990, 1988; Teas 1994). One explanation found in the literature today attempts to separate the two by suggesting that perceived service quality is a form of attitude that extends over a long run global evaluation, whereas satisfaction is a transaction specific measure (Bitner 1990, Parasuraman et al. 1994, Teas 1994)

Upon reviewing the satisfaction and service quality literature, it becomes apparent that there is still much confusion and debate as to the relationship between service quality and satisfaction. Parasuraman et al. (1985, 1988) initially proposed that service quality is an antecedent of satisfaction. As such, higher levels of perceived service quality was thought to result in increased consumer satisfaction. Recently, there has been evidence to suggest that satisfaction is an antecedent of service quality (Bitner 1990; Bolton and Drew 1991). In particular, Bitner using structural equation analysis, demonstrated a

significant causal path between satisfaction and service quality.

In a recent series of articles (Cronin and Taylor 1992 and 1994; Teas 1993 and 1994; Parasuraman, et al. 1994) a conflict regarding concepts and interpretations of the expectancy disconfirmation paradigm within the services domain has become ever present. Specifically, definitions and applications of the SERVQUAL scale and its relationship to customer satisfaction have been called into question.

Parasuraman et al. (1994) willingly concedes that there is a lack of consensus in the literature among researchers about the causal link between the constructs of customer satisfaction and service quality. Specifically, the view held by many service quality researchers that consumer satisfaction leads to service quality is conflicting with the causal direction implied in models specified by consumer satisfaction researchers (Parasuraman et al. 1994). Teas (1993) suggests that these conflicting views could be due to the global or overall attitude focus in most service quality research in contrast to the transaction specific focus found in most consumer satisfaction research .

Parasuraman et. al. (1994) proposed a global framework depicting customers' global impressions about a firm resulting from an aggregation of transaction experiences. Global impressions would then be considered to be

multifaceted consisting of consumers' overall satisfaction with the firm as well as their overall perceptions of the firm's service quality, product quality, and price. The term "transaction" in this sense can now be used to refer to an entire service encounter, or discrete components of a lengthy interaction between a customer and firm within a multiple interaction type of service encounter.

(Note that within the domain of services much attention has been given to the constructs of consumer satisfaction, service quality, and the disconfirmation paradigm as it relates to these constructs. It is not the purpose of this paper to join in the current debate as to whether service quality precedes customer satisfaction or vice versa, or what types of expectations are being compared to what types of actual performance levels. For further information in these areas, this author would suggest the following articles: Bitner 1990, 1992; Teas 1993, 1994; Singh 1991; Cronin and Taylor 1992, 1994; Parasuraman et al. 1991, 1994; and Zeithaml, Berry, and Parasuraman 1993).

Equity Theory

Borrowing from equity theory, equitable performance represents a normative standard for performance based on implicit relationships between the consumer's costs or

investments and anticipated outcomes. The level of actual performance the consumer ought to receive is shown subject to a perceived set of costs (Woodruff et al.1983; Mowen and Grove 1983).

Generally, the major tenants of equity theory suggest that parties to an exchange will feel equitably treated and thus satisfied if the ratio of their outcomes to inputs is in some sense fair. Satisfaction is thought to exist when the consumer perceives that his/her outcome-to-input ratio is roughly proportionate to that of the seller. Hence, when inputs are disproportionately higher for the consumer, satisfaction should increase as that person's outcomes increase relative to those of the other, and decrease as outcomes decrease relative to those of the other. Although this is difficult to exhibit mathematically, the proposition that persons in the exchange form judgments concerning the input-outcome ratios between themselves and their exchange partners is generally not in dispute (Oliver and DeSarbo 1988).

Attribution Theory

Weiner et al. (1985) proposed that outcomes that can be interpreted as successes or failures elicit causality inferences along the three dimensions of (1) locus of

causality (internal versus external sources of the cause), (2) stability of the outcome cause, and (3) controllability of the outcome. Outcomes resulting from internal influences are attributed either to effort or ability while externally caused outcomes are attributed to such factors as task difficulty and luck. These factors were later broadened to include the kinds of emotion, including satisfaction, that result as a function of specific attributions (Bitner 1990; Folks 1984). Moreover, they show that satisfaction describes internal locus attributions more frequently, whereas external attribution responses tend to include appreciation and gratification.

Bitner's model of service encounter evaluation (1990) incorporates consumer attributions within the satisfaction paradigm implying that causal attributions for disconfirmation will mediate consumer satisfaction. The model suggests that the causes of any disconfirmations will be considered before Satisfaction can be determined. As such, the perceived nature of the cause will influence subsequent satisfaction levels and behaviors.

Actual Service Performance

Evidence that actual performance levels are able to overwhelm other psychological response tendencies can be

found in both experimental and survey approaches studying product/service satisfaction (Oliver and DeSarbo 1988). Thus, even if a consumer fully expected a product to perform poorly and had made clear attributions as to the expected cause of the poor performance, dissatisfaction would still result if the product did in fact perform poorly.

Oliver and DeSarbo (1988) investigated the effects of performance as well as the impact of expectations, equity, and attribution on satisfaction with a stock market selection and found support for actual performance levels influencing satisfaction independent of expectations. These same general findings by Tse and Wilton(1988) using a miniature record player as the type of product added further support to actual performance levels acting as an independent influencer on satisfaction.

Comparison Level

Somewhat related to the expectancy-disconfirmation theory, when using comparison levels for setting standards of satisfaction, the evaluation of outcomes in service encounters is relative rather than absolute, being anchored by a flexible internal standard termed the "comparison level" (McCallum and Harrison 1985). In any particular interaction the quality of outcomes the person expects or

believes that he or she deserves is called the comparison level (CL). Outcomes are perceived as satisfying to the extent that they exceed the CL and dissatisfying to the extent that they fall below the CL. The actual comparison level is affected by the level of outcomes that are salient to the individual at that particular time. Many times, this will be the outcomes experienced recently in similar interactions. The comparison level does not have to be experienced directly as it may also be affected by the quality of outcomes thought to be experienced by others, cultural expectations, or even advertising.

One implication from this is that the level of satisfaction experienced as a result of a particular service encounter outcome may vary from individual to individual, or even over time within the same individual. The overall satisfaction experienced in a particular service encounter may be influenced by such changes in CLs as these will affect the level of satisfaction derived from a given outcome within the interaction. Changes in satisfaction levels with the entire service encounter may come about from changes in the standard against which these outcomes are compared, or from changes in the perception of actual quality of outcomes received (McCallum and Harrison 1985).

Comparison Level for Alternatives

The comparison of current outcomes with the comparison level for alternatives (CLalt) provides insight into each party's dependence in the service encounter in that the CLalt reflects the lowest level of outcomes the consumer will accept given the perceived possible outcomes from other service providers. A consumer may be considered to be dependent upon a particular service provider to the extent that the outcomes the consumer experiences in the encounter exceed those perceived to be available elsewhere, including the option of passing on the service completely. Using this theory, one can readily recognize why a consumer might actively choose to remain in an encounter that is providing less than satisfactory outcomes.

OVERVIEW

Similarities can be found across the previously discussed satisfaction evaluation theories. Many involve some sort of a comparison process (i.e. expectancy disconfirmation, equity theory, comparison level, comparison of alternatives) regarding consumer expectations and actual encounter outcomes resulting in some conclusion ranging from satisfied to dis-satisfied.

Although each of the theories discussed have been shown

to corroborate certain valid assumptions regarding the determination of satisfaction, no single theory has shown itself to be useful as a general model of satisfaction evaluation. Upon close examination of the theories proposed, one can recognize one important viewpoint of satisfaction evaluation processes that has been largely ignored in preceding models. Each of the models described and widely accepted in the literature presents the consumer satisfaction evaluation is a single step process occurring at the end of the transaction. No specific attention has been given to the possibility of multiple satisfaction evaluations occurring while experiencing a flow of activities or events over time during the exchange encounter.

Despite minor wording differences, there is general agreement on certain central issues constituting a service encounter (i.e. consumer-provider interaction over time). Given this, upon reviewing the service encounter literature and the satisfaction evaluation literature, one can immediately see a lack of attention given to the time dimension associated with service encounters. Due nature of service encounters (i.e., activities being performed over a period of time) the possibility for interactions to occur within the encounter must be explored. These interactions within the encounter may act as additional informational

inputs into the overall evaluation regardless of which satisfaction theory one wishes to subscribe. If a service encounter is made up of a series of consumer-provider interactions which in total reflect a consumers final evaluation, attention should be given to the nature of the intermittent interactions and how the results of these interactions are to be combined into a final overall evaluation. Many researchers have attempted to address this issue by referring to "interactions" in service encounter literature and models (Czepiel et al. 1985; Bitner 1990; Zeithaml et al 1993). Tse, Nicosia, and Wilton (1990) suggested a framework of satisfaction as a process in which they included the motivating force underlying the process, post-purchase activities and feedbacks, consumer, product, time, and situational influences. They proposed that each dimension is a vital component of a consumer satisfaction process and that their interaction through time represents the dynamics of the process. Zeithaml et al. (1993) conceptualized consumer satisfaction as a post purchase process involving complex, simultaneous interactions that may involve more than one comparison standard. Boulding, Kalra, Staelin, and Zeithaml (1993) hypothesized that "the different dimensions of quality are averaged together in some fashion to produce an overall assessment of quality" as it relates to consumer satisfaction. Notice the focus is

placed on the overall assessment of quality levels and little attention is given to the means by which the various quality determinants are combined. In each of these cases, reference is made to "interactions" occurring within the service delivery process, however no one has of yet attempted to explore the nature and combinations of these interactions.

Rather than using the "Black Box" theory to explain how this information is combined into forming an overall satisfaction evaluation, this paper serves to give a deeper understanding on this issue. Due to the addition of a temporal perspective in which multiple buyer-seller contacts exist within a service encounter over time, the questions one must ask are: "Are any of the current satisfaction theories sufficient to adequately measure overall satisfaction within a service encounter?" and if not, "How do consumers evaluate overall satisfaction within a service encounter?". Much literature attests to the existence of order effects in the updating of beliefs however, no one has of yet attempted to bridge this literature to the satisfaction evaluation process.

A new model addressing consumer satisfaction evaluations within service encounters incorporating a temporal perspective is being proposed in chapter three. This model specifically draws from predictions from Hogarth

and Einhorn's (1992) anchoring and adjustment belief updating model and the outcome bias literature.

CHAPTER III

THEORETICAL SYNTHESIS, RESEARCH HYPOTHESES, AND THE "SEE" MODEL

INTRODUCTION

This chapter is developed in two major sections. The first section provides a background and theoretical framework for a study to examine the effects of an order effect bias in consumer service encounter evaluations. The second section provides a detailed discussion of a new model being proposed for service encounter satisfaction evaluations. This section closes by advancing related hypotheses.

Based upon the review of the satisfaction, and service encounter literatures presented in chapter II, a gap in knowledge has been identified based upon the fact that, despite attention in the literature to different types of evaluative criteria (e.g., expectations, actual performance levels, ratio comparisons etc.), little empirical work has been done to explain the mechanisms by which these types of criteria are utilized by consumers in evaluating service

encounters.

A gap in the literature has been identified when attempting to explain service encounter evaluations incorporating both a temporal and interactive perspective. In an effort to link satisfaction evaluations within service encounters and the idea of service encounters being viewed as a flow of activities or events experienced over time, one must consider the possibility of satisfaction evaluation as being a process rather than an isolated, discrete decision.

When satisfaction is thought of as a process, time becomes an important independent variable, both by itself and through its interaction with other dimensions. Time can be conceptualized as a scarce resource to be allocated among different activities, as such time can also be an inherent quality of a consumer's interaction with his or her environment. Time also interacts with product/service performance in the satisfaction process (Tse, Nicosia, Wilton 1990).

Tse et al. (1990) suggest that there are at least six dimensions outlining a behavioral process. They include the motivating force underlying the process, post-purchase activities and feedbacks, consumer, product, time, and situational influences. They propose that each dimension is an important part of a consumer satisfaction process and that their interaction through time represents the dynamics

of the satisfaction process.

Attempting to explore satisfaction as a process incorporating both a temporal and interactive perspective naturally leads one to investigate order effects phenomenon and its relationship to the satisfaction evaluation process within service encounters.

ORDER EFFECTS BIAS

Based upon the order in which information is presented, primacy and recency effects seek to explain and predict differential effects on evaluative judgments. A general anchoring and adjustment belief updating model originally proposed by Hogarth and Einhorn (1992) is used to make a series of predictions concerning the presence and types of order effects expected across different situations. This anchoring and adjustment of beliefs model focuses on a series of intermittent evaluations being made prior to a final overall evaluation. As such, the final overall evaluation is believed to be the result of the combination, possibly interacting, evaluations made throughout the encounter. This indicates the possibility of order effects occurring in the updating of intermittent satisfaction beliefs. Second, the model specifies that evidence or information is processed by using either an end of sequence

(EoS) response mode or a step by step response mode (SbS). Type of process and response modes will then indicate type of influencing order effects present, mainly primacy or recency effects.

The Hogarth and Einhorn (1992) model shows potential based on a few initial studies, but the applicability of its predictions across different domains of decision making needs to be empirically tested. The domain of service encounter evaluations seems an ideal fit for an empirical test of the belief adjustment model predictions for several reasons. First, consumers often receive a mix of information or quality levels of service performance that can be simply labeled as "good" or "bad". Second, this information may be received in differential order (i.e., bad-good, or good-bad). Finally, this information may be provided in an incremental fashion or at the end of the encounter thereby utilizing a step by step process (SbS) or an end of sequence process (EoS) respectively.

Prior Research on Order Effects

An order effects bias concerns how the manner in which order of presentation of information and/or service performance can affect its salience and thus its importance as a predictive cue (Hogarth 1987). An order effects bias

is said to occur when the mere order in which information is presented to an evaluator affects the opinions of the evaluator about the individual or object being rated (Hogarth 1987, p.55). For example, many studies have shown that the order in which information is presented can produce what is known as "primacy effects" whereby the first bit of information encountered is weighted more heavily, or "recency effects" whereby the most recent information encountered is weighted more heavily. (As discussed in chapter I, Hogarth and Einhorn (1992) cumulated the results of several years of studies concerning primacy and recency effects into their model.)

Normatively, one would assume the content of the information would take precedence in the evaluation without regard to order. One should think that the nature of the information remains the same regardless of the order in which it is presented. For example, if negative information is provided to a consumer, one would think that the information would be regarded as negative regardless of when it is being presented to the consumer. However, according to several studies on order effects, this is not the case. A rich literature exists based upon information integration theory (c.f., Anderson 1981) indicating that, in a sequence of information, sometimes earlier informational inputs dominate evaluator ratings, and sometimes later

informational inputs dominate in the evaluation.

The order effects bias is thought to operate as follows: When a consumer is presented with a sequence of informational inputs in which to evaluate, sometimes the earlier items dominate in forming a final opinion (a primacy effect) and sometimes the latter items dominate in forming final opinions (a recency effect). Moreover, there is evidence to suggest that primacy and recency effects can be manipulated to some extent by task characteristics (Hogarth 1987). (Note: The order effects bias is part of a huge body of literature related to information integration. For a detailed review beyond what is presented in this chapter please see Anderson 1981.)

Anderson (1971) explained primacy and recency effects found in various experimental conditions in impression-formation studies by an attention hypothesis. Under conditions when only a single final evaluation is required, primacy effects result from a decreased attention given to information presented later in the sequence of information. When repeated or intermittent evaluations are required of the evaluator during the sequence of information being presented, the attention hypothesis predicts recency effects whereby an increase in attention to the later information is brought about by the additional response requirements of the evaluator.

Unfortunately, there is little consensus concerning the presence, and types of order effects found in past empirical studies. For example, Nisbett and Ross (1980) stated that several decades of psychological research have shown primacy effects to be overwhelmingly more prevalent than recency effects. In Contrast, Davis (1984) suggests just the opposite based on his work on decision making by juries. Anderson and his colleagues have shown in their work the presence of both primacy and recency effects (Anderson 1981).

In reviewing the literature, one can also find different opinions concerning the relative likelihood of attaining primacy or recency effects across different research domains. Hogarth and Einhorn (1992) suggest that there are at least four paradigms in which order effects have been investigated each using a different operational definition thus accounting for the various discrepancies in the order effects literature. In this work they consider order effects of the following type: There are two pieces of evidence, A and B. Some subjects respond after seeing the information in the order A-B; others respond after seeing the same information in the order B-A. An order effect occurs when opinions after A-B differ from those after B-A.

Belief Adjustment Model

Hogarth and Einhorn (1992) have proposed a general model of order effects called the "belief adjustment model" in an attempt to synthesize past related literatures. Their model is based on two important premises: First, the object of the belief updating task must be well specified. It must be understood that opinions can be represented on a predetermined scale, however it is the location on the scale that changes when beliefs are updated or changed. Second, order effects are detected by comparing the final evaluations of subjects that have been exposed to the same information but in different orders against some measured starting point or anchor. This necessitates the use of difference scores in the analyses. Typically, studies on order effects employ between group subject analysis, however, on occasion within subject analysis is also possible (c.f., Shanteau 1970).

The Einhorn and Hogarth (1985) belief adjustment model proposes a simple, plausible psychological mechanism involving an anchoring and adjustment strategy which relies on the notion that people are sequential information processors with limited capacity. An anchor is formed based on the individual's current belief and is adjusted on the basis of new information. This revised belief then becomes

the anchor for the next adjustment and the process continues in a like manner until all evidence has been received. The model incorporates three main characteristics of 1) Direction (does the evidence support or not support a current belief), 2) Strength (degree to which evidence confirms or disconfirms a current belief i.e., weakly or strongly), and 3) Type (evidence can be either consistent or mixed i.e., all positive, all negative, or a combination). (Note: The anchoring and adjustment mechanism which serves as a foundation to the Hogarth and Einhorn model should not be confused with the Tversky and Kahneman (1974) anchoring and adjustment heuristic. While this latter view emphasizes the "biases" which can lead to reliance on irrelevant anchors and inadequate adjustment from an anchor, Hogarth and Einhorn view the anchoring and adjustment simply as a general belief updating strategy leading to predictable and systematic responses).

In developing the "belief adjustment model", Hogarth and Einhorn (1992) reviewed over 40 studies investigating order effects. Upon discovering several inherent conditions across those studies, the authors developed a parsimonious classification scheme for the effects observed. These conditions are described below:

- 1) Type (consistency of information). Is the information

- being evaluated by the subjects consistent or mixed (all positive, all negative, or a combination of the two) over the stages in the evaluation process?
- 2) Order of evidence. When the type of evidence is mixed, in what order does the evidence fall (positive-negative, or negative-positive)?
 - 3) Response mode. What is the manner in which subjects' judgments are elicited. Two response modes have commonly been referred to in the literature: a) a step-by-step (abbreviated SbS) procedure in which subjects are asked to express their opinions and evaluations after integrating each piece of new evidence in a given sequence; and b) an end-of-sequence procedure (abbreviated EoS), where subjects only report their opinions and overall evaluations after all the information has been processed as a whole.
 - 4) Task complexity. The subject's familiarity with the task and the amount of information to which the subject must respond dictate levels of task complexity. Thus, task complexity is described as an increasing function of the amount of information and lack of familiarity with the task.
 - 5) Number of stages of evidence items or pieces of information to be evaluated (short series: 2-12 interactions, or long series: more than 20

interactions). As the number of stages increase, two kinds of effects could be predicted. First, as more information is evaluated, one could expect beliefs to become less sensitive to the impact of any new information. For example, if someone already possesses a high level of knowledge about a particular subject matter, any incremental bit of new information will represent a relatively small part of the total relevant information already possessed such that beliefs are more resistant to change. Second, subjects could become fatigued when processing multiple pieces of information regarding a particular subject. Both of these conditions would imply a force toward primacy.

The Hogarth and Einhorn (1992) belief adjustment model predictions are presented in Table I.

Empirical Support of the Belief Adjustment Model

Four empirical tests of the belief adjustment model have been reported in the literature.

Ashton and Ashton (1988). In the earliest of these studies, Ashton and Ashton (1988) reported the results of initial testing of an earlier version of the belief

TABLE I

SUMMARY OF ORDER EFFECTS PREDICTIONS BASED
UPON THE HOGARTH AND EINHORN (1992)
BELIEF ADJUSTMENT MODEL

	<u>MIXED EVIDENCE</u> <u>RESPONSE MODE</u>		<u>CONSISTENT EVIDENCE</u> <u>RESPONSE MODE</u>	
	<u>EoS</u>	<u>Sbs</u>	<u>EoS</u>	<u>Sbs</u>
<u>SHORT SERIES</u>				
<u>Simple</u>	Primacy	Recency	Primacy	No Effect
<u>Complex</u>	Recency	Recency	No Effect	No Effect
<u>LONG SERIES</u>				
<u>Simple</u>	Force toward primacy	Force toward primacy	Primacy	Primacy
<u>Complex</u>	Force toward primacy	Force toward primacy	Primacy	Primacy

adjustment model proposed by Einhorn and Hogarth in 1985. Five experiments examined sequential belief revision in simplified auditing contexts. The results suggest that auditors' belief revisions depend on both the order in which information is received and the manner in which it is presented (SbS or EoS). More specifically, they examined predictions of no order effects for consistent positive or negative evidence, recency effects for mixed evidence, and an interaction between direction of evidence and presentation mode. All predictions were found to be supported and consistent with the predictions of the belief adjustment model.

Tubbs, Messier, and Knechel 1990). In a series of 4 studies, Tubbs et al. (1990) tested the predictions of the belief adjustment model (Einhorn and Hogarth 1985) using content rich audit scenarios. The first and second tested for a lack of order effects using consistent positive and negative evidence respectively. The third and fourth experiments tested for recency effects using mixed evidence with either two or four pieces of information. Order of evidence was found to be significant in experiment three but only in the SbS response mode and not in the EoS. In contrast, in experiment four, order of evidence was found to be significant in both response conditions. Order of evidence was not found to be significant in either of the

first two experiments using consistent evidence. Thus, the results of this study support the belief adjustment model predictions, and give reinforcement to the findings of Ashton and Ashton (1988).

Hogarth and Einhorn (1992). In 1992 another series of studies was performed by Hogarth and Einhorn to empirically test an earlier version of the 1985 belief adjustment model. Experiments one and two tested for order effects in the updating of beliefs based on consistent evidence (positive and negative respectively) in a short series of complex evidence items where the theory predicts no order effects for either SbS or EoS. Subjects responded to one of four scenarios encompassing an initial stem or description which provided information regarding the hypothesis that a particular cause was responsible for an effect of interest. An initial rating was taken after the stem. Then, two additional pieces of information were presented in separate paragraphs utilizing either a strong-weak or weak-strong format. Those in the EoS condition made only one additional rating after having received all the information while those in the SbS condition make two additional ratings. As predicted, no order effects were found when the information was consistently positive or negative.

Experiments three and four tested the model's prediction that mixed evidence would lead to recency effects

for both SbS and EoS utilizing two pieces and four pieces of evidence respectively. Experiment five tested a different set of predictions from the model based on whether subjects were using an evaluation strategy (adding information) or estimation strategy (averaging information). They designed an updating task in which consistent evidence was presented in alternative forms. For one version, it was hypothesized subjects would use an evaluation strategy thus resulting in order effects thereby replicating experiments one and two outcomes. In version two it was hypothesized that subjects would use an estimation strategy such that there would be an order effect, specifically recency (refer back to Table One Hogarth and Einhorn's predictions).

Strong support was found in all cases for a recency effect. In addition to a significant main effect for response mode, a significant interaction occurred between response mode and order of information such that in the SbS condition, evaluations were significantly impacted by earlier information but in the EoS condition, no differences were found based on order of information. This finding was consistent with Hogarth and Einhorn's assertion that EoS response modes tend to reduce the recency effect.

Marshall (1993). In his dissertation a series of studies were conducted dealing in part with order effect phenomenon. This dissertation specifically addressed the

order of presentation of performance information and its effect on managerial ratings of sales personnel. More specifically, predictions made in the Hogarth and Einhorn (1992) belief adjustment model were utilized to test the impact of order of receipt of performance information on managerial evaluations of sales personnel.

This study employed a 2 x 2 between subjects full factorial design in which response mode (SbS)/(EoS) and order of presentation of information (bad/good - good/bad) were varied. Subjects first responded to an initial set of information representing a salesperson's expected performance (this served as the initial stem of information to be used in computing difference scores). The managers then received two more sets of performance information related to two decisions made by the sales person regarding targeting orders from two customers. Subjects assigned to the SbS condition made two more ratings, one after each of the two scenarios given. Subjects assigned to the EoS condition also received two additional scenarios after the initial baseline information, however they made only one more rating after both additional pieces of information had been received.

As predicted, when subjects rated the salesperson once after the initial stem of information and once more after receiving both updates on the salesperson's performance

(i.e., the EoS response mode), order of update information (bad/good or good/bad) had no impact on ratings. However when subjects performed an additional interim rating after receiving the middle informational update (i.e., the Sbs response mode), order of information impacted ratings such that the most recent evidence presented significantly impacted the evaluation. Thus, while the Sbs response mode yielded a recency effect, the EoS response mode tended to reduce the recency effect.

It should be noted that the results of the Ashton and Ashton (1988), Tubbs, Messier, and Knechel (1990), Hogarth and Einhorn studies (1992), and Marshall (1993) are limited to the characteristics of short, complex situations. The 1992 Hogarth and Einhorn studies were the first to categorize information with respect to the utilization of a short versus long series of information, simple versus complex, and estimation tasks (averaging of information) versus evaluation tasks (adding of information) (Note: Refer to Table One for a summary of order effects predictions).

As discussed earlier, in order to predict order effects, the belief adjustment model requires that five conditions be addressed. This section presents those conditions phrased as a question placed into the context of a service encounter.

1) Is the information used by the consumer in evaluating a service encounter all positive, all negative, or a mix? Due to the largely undisputed service characteristic of heterogeneity, it can be assumed that there would be a wide variance associated with most services. A consumer may conceivably experience all positive or all negative occurrences within a service encounter, however it is more probable that a consumer would typically experience a variety of both positive and negative occurrences. For example, one may be very happy with the care given by a physician and the fees charged appear to be very reasonable, however one may have been disappointed with the length of time spent waiting in the waiting area prior to one's given appointment time.

It is important to note however that the issue of mixed or consistent evidence or information is only important in simple situations when the consumer is considered to be using an adding model. The predictions for both primacy and recency effects are the same when using an averaging model in simple situations regardless of whether the information was mixed or consistent (See table I i.e.-Hogarth and Einhorn predictions). As such, only mixed evidence will be tested in an effort to simplify the present

study. Since this study is only testing that small portion of the model (i.e., simple situations in which consumers would most likely be using an averaging model), this question of mixed versus consistent evidence will not be further explored.

- 2) When evidence is mixed, is the positive or negative evidence experienced first or last in a series of evaluations within the service encounter? Either situation can occur within a service encounter depending on what stage the consumer is in when the new information is judged to be either positive or negative. This may in turn have implications for the final satisfaction evaluation depending upon whether one is influenced more heavily by primacy or recency effects.
- 3) Is the overall service encounter satisfaction evaluation completed only after all available information is reviewed (referred to as end-of-sequence (EoS) response mode), or are interim, interacting satisfaction-dissatisfaction evaluations made after each new piece of information is received (referred to as step-by-step (SbS) response mode)? This will have implications for the possibility of order effects to occur thus impacting the final satisfaction evaluation process. The belief adjustment model specifies that

information is processed by means of an EoS or SbS response mode.

Although the flow of events sequence as commonly experienced in service encounters would tend to suggest a SbS response mode in satisfaction evaluations, many times a consumer is not capable of making intermittent evaluations and will as such wait until the completion of the service encounter to make final evaluations thus utilizing the EoS response mode. For example, an individual who has undergone some sort of surgery may be unable or unwilling to form a final opinion regarding the service until after its completion. Type of response modes (EoS versus SbS) are predicted to indicate type of influencing order effects, mainly primacy or recency. EoS response models normally invoke primacy effects and SbS response modes normally invoke recency effects.

Type of service encounter may influence the flexibility with which different response modes can be utilized. For example, it might be quite difficult to elicit interim opinions in the middle of a movie at a theater, however in a restaurant setting, asking consumer opinions through out the restaurant experience is merely a function of the interaction between the service provider and the consumer.

- 4) Is the task of evaluating a service encounter simple involving relatively few pieces of evidence given a relatively familiar situation, or complex involving many pieces of information in relatively unfamiliar situations?
- 5) Is the number of stages in which evidence is presented short (2-12 interactions), or long (greater than 20 interactions)?

It is likely that in any given particular type of service encounter situation, for example a restaurant setting, task complexity levels and number of stages in which evidence is presented (short or long) should be fairly stable across most occurrences in that specific type of service encounter, while the other model influencers (type and order of information, and type of response mode) would likely be situationally dependent. That is, one would expect consumers to encounter both positive and negative information within their service experience, that this information might appear in a variety of sequential orders, and that evaluations might be completed after each piece of evidence is received, or after all the information has been received. As such, for the purposes of this study the task of evaluating a service encounter (i.e.-simple), and the number of stages in which evidence is presented (i.e.-short)

will be held constant.

OUTCOME BIAS

Related to order effects, outcome biases may be thought of as being a special type of recency effect. An outcome bias suggests that outcome information will tend to be overutilized and behavioral performance or process information underutilized when consumers are evaluating service encounters (Jackson, Keith, and Schlacter 1983; Anderson and Oliver 1987; Morris, Davis, Allen, Avila, and Chapman 1991; and Marshall 1993).

Anderson and Oliver (1987) pointed out that outcome measures are obvious and readily observable. A consumer using a process-based approach (i.e., information concerning the manner in which a service provider implements a service strategy) focuses on the quality of the service provider's decisions and/or actions by analyzing the appropriateness of those decisions and/or actions, given the circumstances encountered by the service provider. It has often been assumed that the more subjective nature of process-based evaluation allows consumers to permit personal biases to enter into their evaluations. Rather than the inclusion of such criteria, it may actually be the omission of process

based criteria from evaluations that introduce the greater potential for evaluation bias. This systematic overweighting of outcomes and underweighting of process is the essence of the outcome bias (Baron and Hershey 1988; Hawkins and Hastie 1990). As such, when a decision or action taken by a service provider results in a positive outcome, consumers tend to rate the quality of the decision or action taken and even the competence of the service provider positively regardless of the actual appropriateness of any previous decisions or actions taken. Visa-versa, when any decisions or actions taken result in a negative outcome, consumers tend to rate the quality of those decisions or actions negatively regardless of the actual appropriateness of the decisions or actions themselves.

Prior Research on the Outcome Bias

Six articles on the outcome bias are known to exist. These are reviewed in the following sections, and serve as a conceptual basis for one related hypothesis in this dissertation.

Mitchell and Kalb (1981). In the earliest of these studies, Mitchell and Kalb (1981) investigated an outcome bias on supervisors' evaluations of subordinates in a health care setting. Their study suggested that those subjects

having outcome knowledge indicated the outcome as being more probable than in actuality, held the subordinate more responsible for the behavior, and made more internal attributions for the behavior than did subjects having no outcome information.

Baron and Hershey (1988). Baron and Hershey (1988) found supporting evidence for the presence of an outcome bias. Five experiments were utilized in testing a series of medical and gambling decisions having either good or bad outcomes. Results suggest that subject's evaluations of the quality of the decisions were systematically influenced by the outcome given. In addition, the bias was shown to extend beyond evaluations of decision quality to evaluations of the individual making the decision regarding the competence of his/her future decision making abilities.

Lipschitz (1989). In an experiment conducted by Lipschitz (1989), the outcome bias was again tested in which both decision outcome (success versus failure) and what he termed "decision appropriateness" (appropriate versus inappropriate decision, given the circumstances) were manipulated. Decision appropriateness was operationalized based upon whether an action taken would be expected to be normatively correct. The results of the study indicated an interaction between decision appropriateness and outcome. Outcome information had a strong impact on evaluations when

a decision was perceived to be inappropriate. Alternatively, when a decision was determined to be appropriate, the decision maker was rated more positively, regardless of the outcome of the decision. Unfortunately, this results of this study have been called into question due to suspect methodological shortcomings.

Mowen and Stone (1992). Mowen and Stone (1992) were some of the first to investigate the presence of an outcome bias within a marketing setting. In this study, adult subjects role-played consumers of services offered by the Corps of Engineers. Specifically, subjects were informed by the Corps of Engineers that their homes were threatened by the potential release of flood waters below a dam. Subjects were then given information on the appropriateness of the decision to hold excess water behind the dam in an effort to avoid certain minor flooding. Subjects were also informed that the outcome of the decision (either major flooding or no flooding) occurred depending upon whether new torrential rains fell. As predicted, an interaction occurred between outcome and decision appropriateness. When the decision was determined to be appropriate, evaluations of decision quality did not differ according to the outcome. Alternatively, when the decision was determined to be inappropriate, evaluations of decision quality were significantly worse when the outcome was bad (major

flooding) versus when the outcome was good (no flooding).

Behavioral decision theory researchers have consistently argued that outcome information should be carefully utilized when making evaluations. Edwards (1984) dictum states that decisions are a bet, therefore evaluating decisions as good or bad must depend on the stakes or odds. A critical question raised by Mowen and Stone (1992) on this issue concerns whether suboptimal decision making is represented by the presence of an outcome bias. They challenge the application of Edward's dictum in the areas of public policy and marketing decision making particularly when the decision maker has multiple occasions on which to observe both behaviors and outcomes. The results of Mowen and Stone's (1992) study suggest a "weak form" of Edward's dictum is more likely to occur in that evaluators may use both information on outcome as well as the stakes or odds when assessing the quality of the decision.

Marshall and Mowen (1993). In a study by Marshall and Mowen (1993), decision appropriateness and outcome were varied independently within the context of a salesperson deciding to pursue one of two possible companies from whom a large sales order might be obtained. Decision appropriateness was manipulated by varying the likelihood of the salesperson to receive an order from the two companies. Outcome information was manipulated by varying whether or

not the salesperson in fact achieved the order from the chosen firm.

The results of the study revealed the expected interaction between the appropriateness and the outcome of the decision. When the decision was appropriate, no differences in evaluation occurred. Alternatively, when the decision was inappropriate, outcome strongly impacted evaluations of the salesperson's decision quality. An additional finding in this study was that while decision appropriateness information interacted with outcome information to affect ratings of decision quality, only the outcome impacted the more personal evaluation of the salesperson.

Marshall (1993). In Marshall's (1993) dissertation, he conducted a series of experiments within a sales force performance evaluation context testing in part for the presence of an outcome bias. Specifically, a 2 x 3 x 3 mixed factorial design was utilized with two between subjects factors and a repeated measures factor. Information about the appropriateness of a salesperson's decision (good/bad) and information about an outcome achieved by the salesperson (good/bad/control-no outcome) was varied. The repeated measures are three rating periods for the same salesperson across time. Again, support was found for the presence of an outcome bias when evaluating

sales force performance. More specifically, a significant two way interaction between decision appropriateness and outcome on decision quality was found, as well as a main effect for decision appropriateness and outcome in the general performance evaluation measure. In addition, a limited three way interaction occurred between appropriate decision, bad outcome, and time.

One criticism of the outcome bias stream of research has been the use of single decision scenarios rather than scenarios incorporating multiple decisions. Marshall (1993) was one of the first to include this time dimension into his study on order effects and outcome biases. Due to the nature of his limited findings in this area, an important empirical question still exists as to the existence or extent of an outcome bias occurring over multiple time periods.

Kelley's (1967) model of covariance (Kelley Cube) might offer some insight into the possible effect on the outcome bias of making multiple evaluations over time. Kelley displayed a three dimensional cube containing the following axes: distinctiveness, consistency over time and modality, and consensus. It was proposed that these criteria are used by an evaluator to judge whether the evaluation reflects environmental influences or the inherent properties of the entity itself. Mizerski, Golden, and Kernan (1979) provide

the following description of the dimensions of the Kelley Cube:

- 1) Distinctiveness- if the effect uniquely occurs when the entity is present and not in the entity's absence, then the effect is attributed to the entity.
- 2) Consistency over time- the individual's reaction must be the same or similar each time the entity is present.
- 3) Consistency over modality- even though the mode of interaction with the entity varies, the reaction must be consistent.
- 4) Consensus- actions of their effects are perceived the same way by all observers.

Within the context of the outcome bias in a service encounter setting, repeated ratings of a service provider by a consumer over time would be expected to be differentially influenced by the level of distinctiveness, consistency, and consensus across different levels of outcomes (good/bad service experience or outcome) and behaviors or actions taken by the service provider.

Despite evidence suggesting an over reliance on outcome measures in other domains such as salesforce performance appraisal, little empirical work has been done to demonstrate the mechanisms by which an outcome bias operates within the context of consumer service encounter satisfaction evaluations (Jaworski and Kohli 1991; Marshall

and Mowen 1993; and Marshall 1993). Clearly, a more extensive investigation into this area is warranted.

SERVICE ENCOUNTER EVALUATIONS

Drawing in part on the predictions of the Hogarth and Einhorn (1992) belief adjustment model, and recent findings on the outcome bias, a new conceptual model of consumer satisfaction evaluation is proposed. When attempting to fit predictions of the belief adjustment model (primacy and recency effects) as well as the outcome bias with response modes (i.e., EoS or SbS), length of service episodes (i.e., short or long), and complexity levels (i.e., simple or complex), it became intuitively questionable whether or not the predictions of the belief adjustment model would hold constant when consumers could be seeking the same service for different reasons or to satisfy different motivational goals. After further intuitive exploration, it seemed possible that the Belief Adjustment Model predictions seemed consistent with some service circumstances however, the outcome bias predictions seemed appropriate in other situations. As such, a new model for service encounters attempting to explain and predict the influence of order effects was developed.

Service Seeking Circumstances: Experiential versus Outcome

Through out the past decade, researchers have attempted to classify services into some categorization. Bitner, Booms, and Tetreault (1990) service encounter classification scheme identifies specific events and behaviors associated with good and poor service that are similar across three service industries. Service quality relies on the process of service delivery as well as the outcome of the service. As such, service quality has been categorized into two dimensions: functional (How the service is delivered to the consumer), and technical (what the consumer actually receives as the outcome of the service) (Bitner 1990; Hill 1986; Czepiel et al. 198; Gronroos 1990). Functional quality, or process quality, is often evaluated while the service is being performed giving particular attention to the service execution details. It is suggesting that particular attention is being given to the overall experience being delivered during the service such that service outcome is not the only important detail of a service offering that is being evaluated.

It has been suggested in the past that technical dimensions (outcomes) will always be more dominant in importance than functional (experiential) dimensions. Czepiel et. al. 1985 suggest that satisfaction with a

service is composed of two elements 1) satisfaction with the outcome, and 2) the delivery of the service. However, they suggest that no amount of satisfaction with the delivery of a service can compensate for a service failure outcome. As such, satisfaction with the delivery of a service can overcome only small deficiencies in poor service outcomes.

Not all researchers share the same opinion. Gronroos (1984) concluded from a survey of Swedish service firm executives that functional quality (i.e., how the service is delivered) is important in the evaluation of service quality, however, he also went on to suggest that temporary outcome problems (i.e., -technical quality) may actually be overcome by a high level of functional quality. Interestingly, almost forty percent of the respondents in this study believed functional quality could even compensate for overall inadequate technical outcomes.

Bitner, Booms, and Tetreault (1990) found similar results in a survey of restaurant, hotel, and airline customers. Their findings suggest that a service encounter could still be remembered as highly satisfactory when handled properly even though there was an inadequate outcome.

Building off of this conceptualization, consider a new model for service encounter evaluation focusing on the primary motivation or current circumstances for entering the

service. This suggests that evaluation processes for service encounters may depend in part on the particular circumstances upon which the consumer entered into the service. A distinction between two service encounter situations maybe based on the importance given to the service outcome or delivery experience received. No researcher has of yet considered different service evaluation outcomes differing primarily due to the differences in importance given to functional or technical qualities based on the individual circumstances in which the consumer entered the service.

Outcome. Consider for example, a particular service a consumer may wish to engage in wanting a very objective, specific outcome. In this case, the consumer enters into the service with a particular outcome goal in mind. In these types of situations, the service experience itself is not the goal of the service but rather a specific, objective outcome. This is not to suggest that the experience during the service is not important, but rather it may not carry the same weight as the technical aspects of the service. The consumer's evaluation is likely to be weighed extremely heavy (if not entirely) on the service result or outcome. Less attention is given toward actual service delivery or experiences felt during the service. In these types of situations, attention may be drawn from particular aspects

of the service experience itself and given to other more goal oriented outcomes. Service outcomes are evaluated after delivery or performance of the service giving attention to the overall service success or failure outcome (Swartz and Brown 1989). In this situation, the outcome of the service is dominant in the final evaluation.

An example of an outcome situation within a service encounter might be if a person is having a particular food craving and decides to go to one specific restaurant in an effort to satisfy that craving. In this situation, the goal is to fulfill a particular food craving desire. No other restaurants are considered to be substitutes. The overall objective in this situation is outcome based (to satisfy a specific food craving) rather than concentrating on other aspects associated with dining in a restaurant. It is likely that in this situation, an evaluation will be based on how well the restaurant is able to satisfy the primary objective. This does not suggest that other aspects associated with the entire dining experience will not be judged, however it is believed that the outcome (food craving satisfied or not satisfied) will be weighted most heavily in making the final evaluation. The consumer's evaluation of this service is likely to be weighted extremely heavy (if not entirely) on the outcome, thus allowing for the possibility of an outcome bias to occur.

This situation in which consumers are likely to give a heavier weight to the service outcome will be referred to as an "outcome" service situation.

Experiential. A different type of service situation would be one in which the service experience itself may be the overall goal or evaluative criterion in the service. Perhaps there is simply more weight being given to functional elements of the service. In these situations a good part of the overall service encounter evaluation is being derived from the experience itself as opposed to making an evaluative judgement concerning a particular service outcome. In essence, the entire service experience is the outcome and may be evaluated as such. Less attention is given to an outcome evaluation, and more attention is given to experiences felt or activities encountered during the service. This not suggesting that the outcome of a service is not important. It may be that in some situations functional aspects of a service carry a heavier weight. This situation will be referred to as an "experiential" service situation. This perspective suggests that evaluation processes for service encounters may depend in part on the specific set of circumstances and desires involving a service at a particular time.

An example of this type of service situation might be if one is going to a restaurant with a friend where the goal

is to enjoy a casual meal and visit. In this situation, the actual restaurant chosen probably does not carry the same emphasis as in the first scenario. Also, one is more likely to base an evaluation on other dimensions of the entire restaurant experience rather than on a single outcome. For example, other aspects of importance might be how long one had to wait for a table, friendliness of service providers, restaurant atmosphere and decor, etc. In experiential situations, there does not appear to be a single outcome driving the evaluation of the service, rather one might suggest that the entire experience represents the "outcome".

It is also important to recognize that the actual service itself is not tied to "outcome" or "experiential" on a permanent basis. This will change as the consumers' situation changes. For example, a consumer might visit a restaurant on Monday using an experiential orientation. However, on Friday that same consumer might frequent that same restaurant using an outcome orientation due to a different set of circumstances surrounding one's desire to return to the restaurant.

On the basis of the preceding concepts, this new model being proposed has three main assumptions. First the model suggests that service encounters be viewed as a flow of activities or events occurring over time. As such, intermittent evaluations will occur during the encounter to

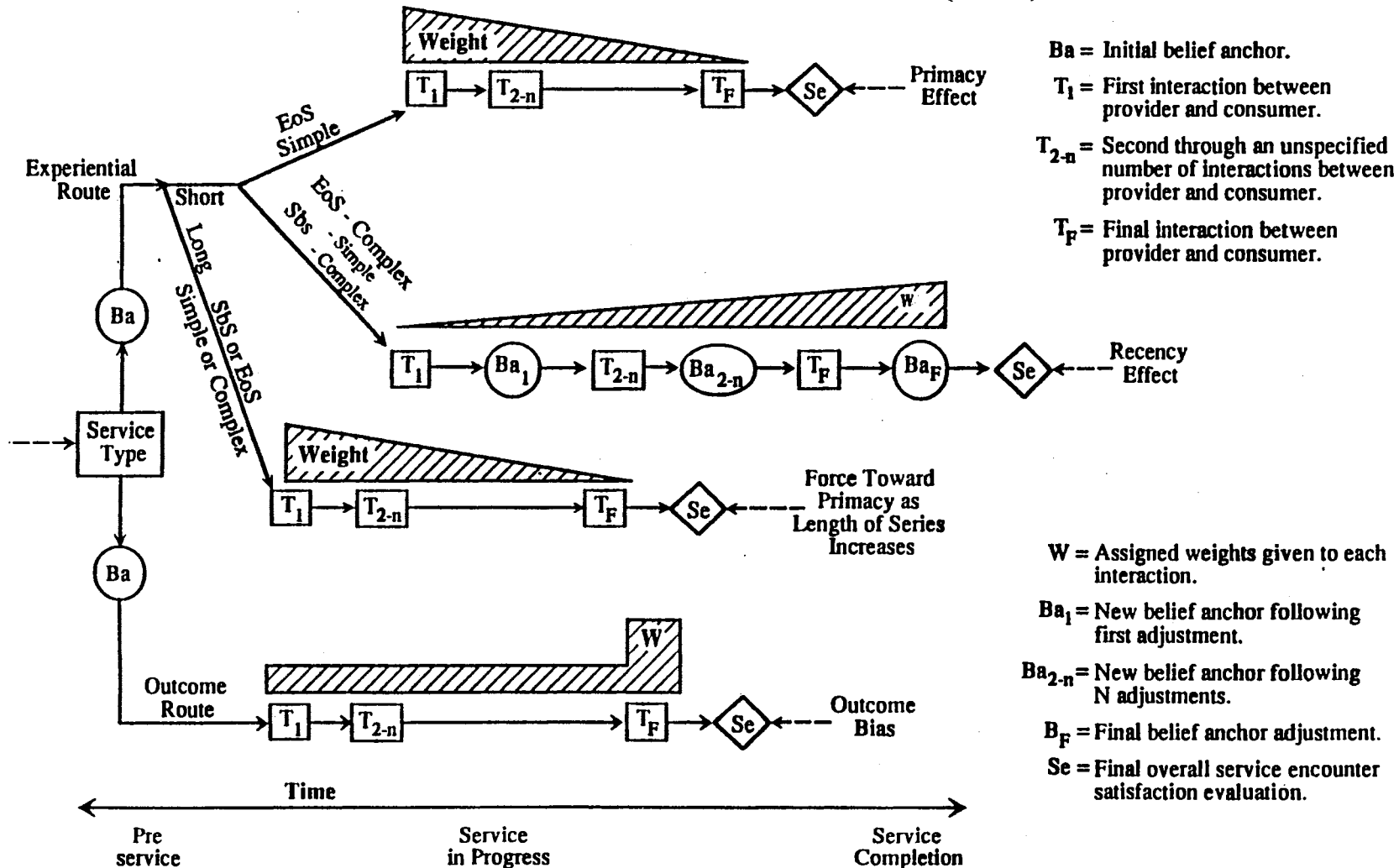
be combined in some fashion into an overall evaluation. This indicates the possibility for order effects to influence overall evaluations. Second, the model considers service encounters from two perspectives or sets of circumstances based on an "outcome situation" (Was the consumer in this instance seeking a more specific outcome from the service?), or an "experiential situation" (Was the consumer in this situation more likely to evaluate the service based on the activities or feelings experienced during the service?). Finally, the model will utilize these perspectives (experiential or outcome), information taken from the Hogarth and Einhorn Belief Adjustment Model, and information on outcome biases to predict the presence and type of order effects. It is predicted that primacy or recency effects will most likely occur within the experiential route, and an outcome bias within the outcome route.

The "SEE" Model

On the basis of the preceding concepts, Figure 2 represents a general model of consumer satisfaction evaluation in service encounters. The model begins by viewing a service encounter as a series of interactions between service provider and consumer over time in which

FIGURE 2

SERVICE ENCOUNTER EVALUATION (SEE) MODEL



order effects, as well as a large variety of external physical cues or influences have the propensity to impact any subsequent final service encounter evaluations. As such, the model depicts a service encounter as divided into three time periods: pre-service, service in progress, and service completion.

In the pre-service stage, depending on the specific set of circumstances, a consumer will enter into a service concentrating more heavily on outcome or experiential aspects of the service. The specific orientation (Outcome or Experiential) is determined according to the consumer's overall individual motivation or purpose for entering into the service. When a consumer enters a service focusing more heavily on achieving a specific objective outcome, then the technical route would be taken. In contrast, consumers entering a service whereby the experience itself is a primary focus the experiential route would be taken.

During this pre-service stage, subjects are likely to hold some type of initial beliefs regarding the impending service. Such beliefs serve as an initial anchor (Ba) that represents a starting point or point of reference on which the consumer will initially base his/her judgements (Hogarth and Einhorn 1992). This belief anchor will be formed as a result of prior experiences, prior expectations, word of mouth, or even observations of others (Bitner 1990; Hogarth

and Einhorn 1992; Cronin and Taylor 1992, 1994; Teas 1993,1994; Parasuraman et.al. 1990, 1991, 1993).

This belief is adjusted as new information is obtained. This revised belief then becomes the anchor for the next adjustment and the process continues in a like manner until all evidence has been received. As such, the final overall evaluation is believed to be the result of the combination of possibly interacting evaluations made throughout the encounter. In the SbS process, a person is assumed use his or her anchor as a reference point and then adjust his or her opinion incrementally by each piece of evidence processed. On the other hand, with an EoS process, the initial anchor is adjusted by the aggregate impact of the succeeding sets of evidence. For example, imagine forming an impression of "likableness" based on a series of trait adjectives such as "witty--smart--manipulative." When using a SbS process, a person would be assumed to anchor on "witty" and then incrementally update his or her impression first by "smart" and then by "manipulative." When using an EoS process, only a single adjustment is made. The impression is anchored on the first piece of information and then adjusted by the net impact of the following information (Hogarth and Einhorn 1992). In the event that no original anchor exists (i.e., subjects have no explicit initial opinions) the anchor is derived from the first piece of

evidence, or an amalgamation of the first few pieces.

Situational influences may also characterize the pre-service stage. Different situational conditions may have an influence on both service expectations and perceived service performance. For example, a person's mood, task, or time of day or year in which the service is to be received may have an influence. One might expect consumer service expectations in a restaurant to be different if one were in a horrible mood, eating over an important business meeting, during the busy holiday season, as opposed to being in a wonderful mood, dining casually with friends, during the summer. Marketing mix elements are also thought to influence a consumers belief anchor through such things as prior experience, promotional activities, etc.

When the consumer enters the service-in-progress stage, the SEE Model proposes that the process of evaluation depends upon the circumstances surrounding the service being sought (Experiential versus Outcome). When a consumer's primary focus within the service is based upon his/her desire to experience a related set of activities or feel some type of emotion, the consumer would follow the experiential route. In contrast, when the consumer's primary concentration in a service is to achieve a specified, objective outcome, the consumer would follow the outcome route. In the experiential route, predictions are

developed from the Hogarth and Einhorn (1992) Belief Adjustment Model. Whereas in the outcome route, the author proposes that consumers will be prone to an outcome bias (Mowen and Stone 1992; Marshall 1993).

Experiential Route

In the experiential route, the model breaks into two branches, long or short, depending on the characteristics of the service. "Short" and "long" correspond to the length of the series of items or pieces of information to be evaluated. Apart from the amount of information to be processed for each piece of evidence, the number of pieces to be evaluated can vary. "Short" identifies an encounter containing between two and twelve items of evidence and/or consumer-provider interactions, whereas "long" suggests the service encounter contains seventeen or more items of evidence and/or consumer-provider interactions (Hogarth and Einhorn 1992).

Short. Following the "Short" route, the SEE Model again breaks into two possible routes based on whether the response mode is SbS or EoS, and whether the information to be evaluated is simple or complex. When utilizing a SbS process, evaluators are assumed to use their anchor as a reference point and then adjust their opinion incrementally

by each piece of evidence received.

In the SbS process, the consumer moves through time experiencing different aspects of the service while continually updating initial beliefs as new information is received. Consumers combine any new information with their initial belief through an anchoring and adjustment process. This then becomes a new anchor to be adjusted based on any future information received. This anchor and adjustment process continues as long as the service is still in progress and there continues to be a flow of new evidence items.

Utilizing an EoS response mode suggests that the consumer hold any new information in memory to be combined and assessed at service completion. Once all the information has been collected and any attributions have been made on an independent basis, all the information pieces as well as the consumers' initial belief anchor are combined resulting in a final overall service encounter evaluation. As shown by the model, the EoS process is characterized by a single adjustment that represents the net aggregate influence of all the information presented on the initial anchor.

Long. When looking at the "experiential-long" route, according to the Hogarth and Einhorn model, the order

effects predicted do not change for either SbS or EoS response modes, or for simple or complex information. This occurs because as more information is processed across time, decrements in a consumer's sensitivity toward negative and positive new information will eventually induce primacy effects. That is, the early information colors the evaluation of later information creating a first impression effect.

Primacy Effects. In accordance with Hogarth and Einhorn's (1992) predictions, primacy or recency effects are expected to result from these differential service encounter evaluations. According to the SEE Model, those evaluations predicted to be most influenced by primacy effects (i.e. experiential-long, and experiential-short-EoS-simple) are processed in the following manner. T1 represents the first transaction or interaction between provider and consumer occurring during the service encounter. The resulting evaluation of T1 is later combined in the post-service evaluation stage with new information gathered during the encounter (T2-n) as well as any initial belief anchor (Ba). Tf represents the final interaction or piece of evidence received. Notice in the model that a heavier emphasis or weight (W) is given to earlier pieces of information than to latter pieces of information resulting in primacy effects.

The adjustment weight will also depend in part on both the sign (positive or negative) of new information as well as the level of the initial anchor (strong versus weak). Service outcome evaluations (Se) will be made in the post-service evaluation time period and are likely to range between satisfaction and dis-satisfaction.

Recency Effects. The overall Satisfaction evaluations proposed to be impacted by recency effects (i.e., "experiential-short-SbS-simple or complex", or "experiential-short-EoS-complex") is processed in a similar manner with the exception that new information (T1) received is not held until service completion but rather combined with a previous belief anchor (Ba) and adjusted incrementally. This new belief (Ba1) will act as a new anchor to be adjusted by T2 resulting in yet another belief anchor (Ba2). This anchoring and adjustment process will continue through BaF representing the final belief adjustment anchor. In this case the assigned weight given to each new piece of evidence increases until service completion. As a result, recency effects are predicted to impact overall Satisfaction service encounter evaluations as later information is weighted more heavily than earlier information.

This author suggests that the domain of experiential

service encounter evaluations is an ideal fit for the belief adjustment model predictions. Consumers often receive a mix of information and/or quality levels of service performance that can be simply labeled as "good" or "bad" which may also be received in differential order (i.e., bad-good, or good-bad). Differing types of services would also lend themselves to different information processing modes (i.e., SbS or EoS). For example, in a restaurant the wait staff will frequently ask the patrons if everything is "okay." Such a procedure would encourage the use of a step-by-step evaluation scheme. In contrast, a theater visit would be much more like an end-of-sequence situation where the consumer may not be asked how things are going until a request is made to complete a satisfaction rating form at the conclusion of the encounter.

Upon reviewing this model one must realize that it is not enough to categorize a service encounter into a SbS or EoS processing mode. An important difference found between the EoS and SbS processes is the nature of the demands they make on memory and information processing tasks. For example, when engaged in a long sequence of information items, the EoS strategy requires aggregating all prior information to be combined with the initial anchor. Aggregation of a long series of items may be costly in terms of mental resources whereas in the SbS strategy, minimal

demands are made on memory and information processing loads. This suggests that the task characteristics may in fact influence the choice between EoS and SbS. Thus, when required to use an EoS response pattern, one may be more likely to use a SbS process as the relative complexity and/or length of the informational inputs increase. People are forced into using the SbS strategy in order to cope with increasing mental demands of the task (Hogarth and Einhorn 1992). An example of this phenomenon can be found when considering the predicted recency effect for Short-EoS-Complex service encounters. Ordinarily, one would assume that an EoS response mode would dictate primacy effects to occur. However, due to the complex nature of the service, the consumer is more likely to mirror SbS evaluation procedures in this situation.

Outcome Service Route

Assuming that a consumer chooses to engage in a service focusing on a specific outcome to be achieved, the outcome route is followed. In this case the primary motivation for entering the service is not for the pleasure or experience of the service itself, but rather to accomplish some identifiable goal or outcome. Due to the nature of the outcome concentration it is proposed that the consumer would gather and hold information until the final outcome. The

last bit of information the consumer is likely to receive (Tf) is information regarding the success or failure of the service, for example, a car is fixed or not fixed after taking it to an auto mechanic for repairs.

In outcome processing modes, length, or complexity are not considered to be influencing factors for the type of order effect predicted. Overall evaluations (Se) are processed such that information dealing with issues other than the service outcome is underutilized (T1, and T2-n) and information concerning service outcome (Tf) is overutilized. Tf represents the final transaction which will often indicate overall service success or failure. This may in some cases serve as the primary influencer for a Satisfaction evaluation, thus an outcome bias is said to occur.

Due to the outcome focus present in technical service aspects, an outcome bias suggests that if the outcome is positive, satisfaction is likely to occur, however, if the outcome is negative, dissatisfaction is likely to occur. This systematic overweighting of outcomes and underweighting of processes or other related activities is the essence of the outcome bias.

HYPOTHESES

As previously indicated, order effects (i.e., primacy versus recency), outcome bias, and service circumstances (i.e., outcome versus experiential) have not been examined within the domain of service encounter satisfaction evaluations. The present study utilizes predictions made in the Hogarth and Einhorn (1992) studies in an effort to test for order effects (primacy versus recency) in consumer's evaluations of "experiential" service encounters. This study will go on to test for the presence of an outcome bias in consumer's evaluations of an "outcome" service encounter. More specifically, the study will test for order effects, and an outcome bias in the satisfaction evaluation process based on mixed evidence in a short series of simple evidence items across both outcome and experiential service situations. The theory predicts primacy effects in the Short-EoS-Simple, Long-SbS or EoS-Simple or Complex conditions, and recency effects in the Short-SbS-Simple or Complex, and Short-EoS-Complex conditions within experiential services, and an outcome bias irrespective of response modes, length, or complexity levels within outcome services.

Note that this theory may in some instances be in

direct conflict with some of the predictions made by Hogarth and Einhorn (1992). Their predictions call for primacy effects under certain conditions (refer to Table One) whereas an outcome bias would suggest a type of recency effect. It may be possible that an outcome bias is present in certain types of service offerings and Hogarth and Einhorn's predictions of primacy and recency effects would be present in other types of service offerings. These service types may differ based on the very nature of the service itself.

The dependent variable of interest is the consumer's overall satisfaction with the service encounter. In order to address these areas effectively within the domain of a service encounter, order of evidence, response mode, and type of service are manipulated in the present study.

Based upon the previous discussion of the predictions and research findings of the Hogarth and Einhorn (1992) Belief Adjustment Model, the outcome bias, and differing service encounter situations, the following hypotheses are offered:

H1: A significant triple interaction will occur between order of information, response mode, and service type.

The triple interaction is predicted to result from

different patterns of means occurring for experiential and outcome services. For experiential services it is predicted that a two way interaction will occur for order of information and response mode. In contrast, for outcome services, only a main effect is predicted.

H2: In experiential services, a significant two-way interaction will occur between order of information and response mode.

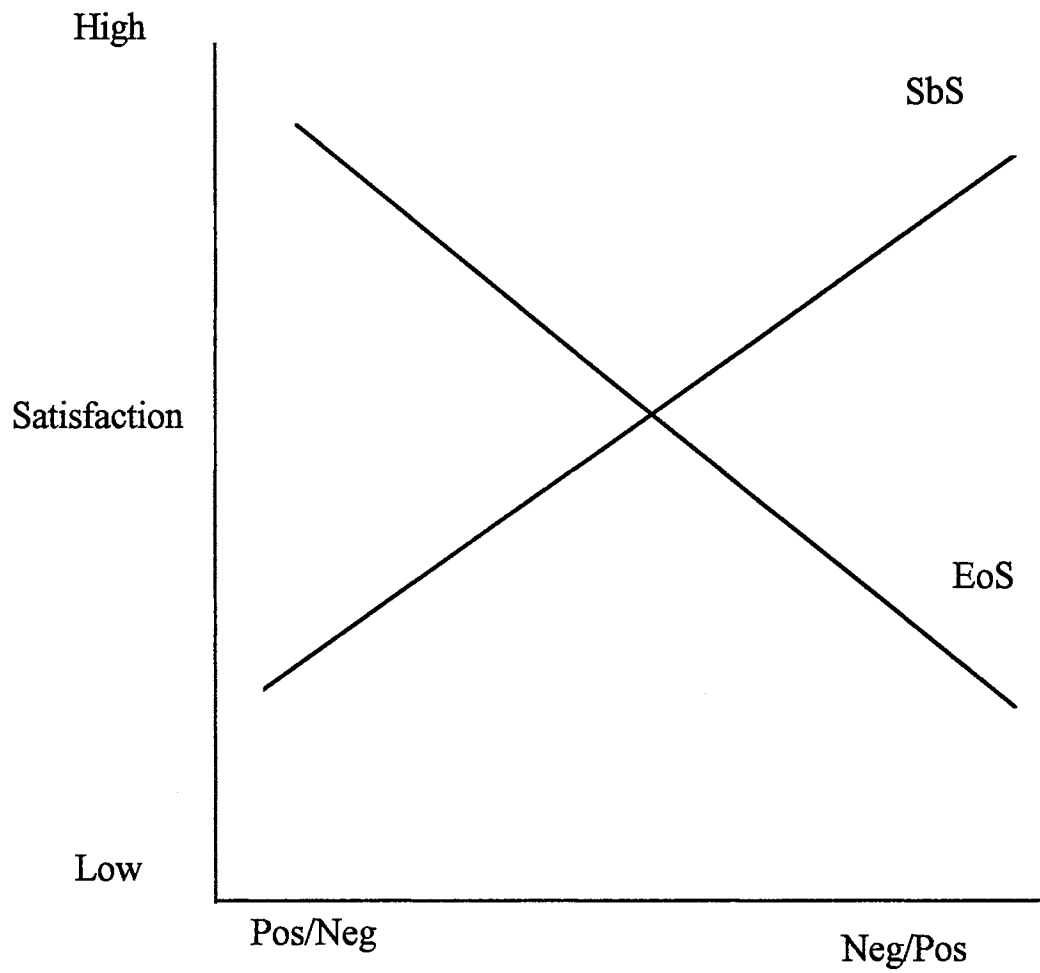
H2A: In the step by step (SbS) response mode, overall consumer satisfaction evaluations of the service encounter will be significantly impacted by previous evaluation outcomes due to recency of information.

H2B: In the end of sequence (EoS) response mode, overall consumer satisfaction evaluations of the service encounter will be significantly impacted by primacy of information.

Figure 3 depicts the hypothetical pattern predicted showing primacy and recency effects for mixed evidence based on the Belief Adjustment Model predictions (Hogarth and Einhorn 1992).

FIGURE 3

Hypothesized Pattern for H2

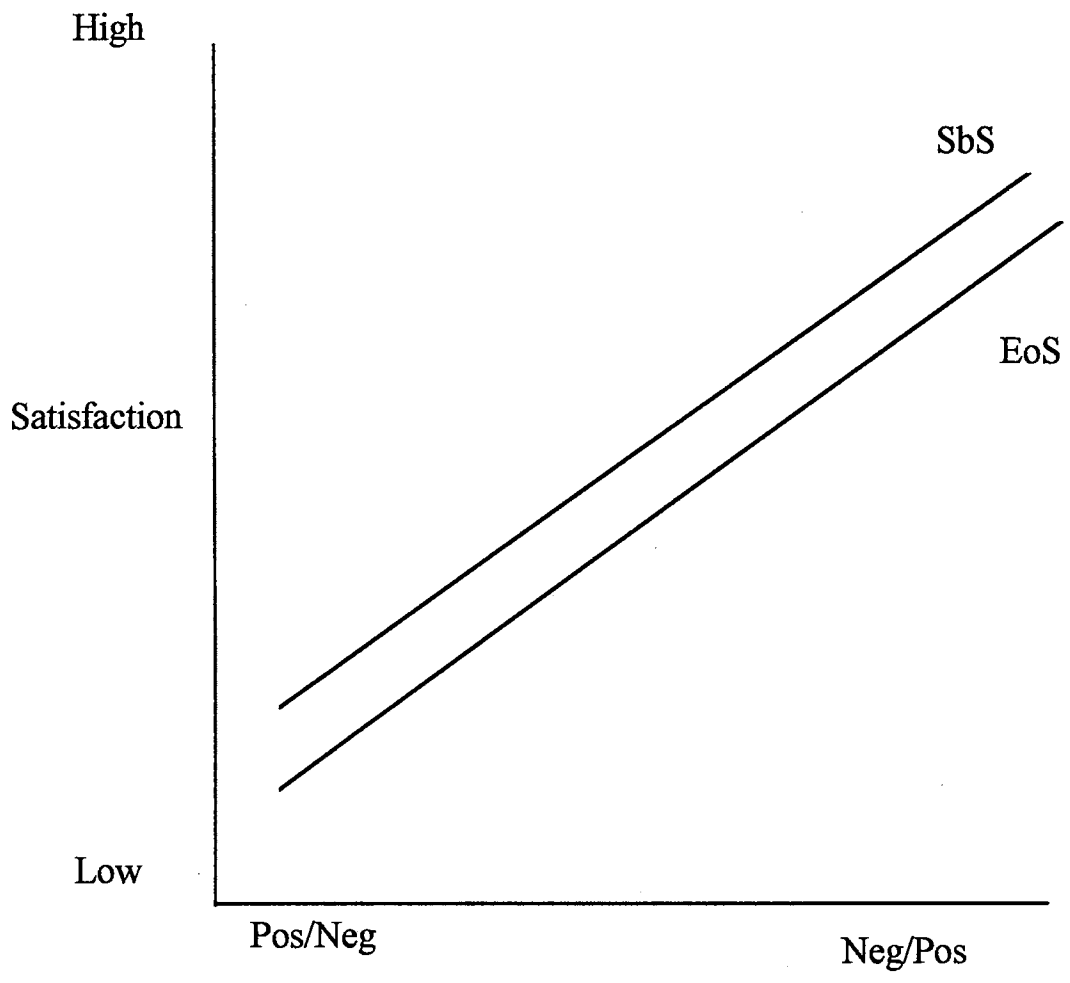


H3: For outcome services, a main effect will occur for outcome such that the consumer will only consider outcome information when making evaluations without regard to response mode.

This prediction is based upon a review of several empirical studies supporting the presence of an outcome bias (Mitchell and Kalb 1981; Baron and Hershey 1988; Lipschitz 1989; Mowen and Stone 1992,; Marshall and Mowen 1993; and Marshall 1993). (See Figure 4)

FIGURE 4

Hypothesized Pattern for H3



CHAPTER IV

RESEARCH METHODOLOGY

INTRODUCTION

This dissertation tested theory-based hypotheses about the causal relationships between an order effects bias and consumer satisfaction evaluations within two short, simple experiential service encounters. Two service settings (going to a restaurant and going to an auto mechanic) were used in manipulating conditions necessary to test for any order effects biases.

This chapter consists of six sections: 1) an overview of the design; 2) the stimulus materials employed in the study; 3) the subjects utilized; 4) the procedure; 5) the measurement of the variables of interest; and 6) the analytical methods used to test the research hypotheses. The results of the data analyses are presented in Chapter V.

Design Overview

The study utilized a 2 x 2 x 2 x 2 full factorial design utilizing between subjects. The variables manipulated were order of information (positive-negative or

negative-positive), information response mode (SbS or EoS), type of service (auto mechanic or restaurant) and the circumstances explaining the reason for engaging in the service (experiential, or outcome).

Information was presented in a scenario format. The basic design of the study is depicted in Figure 5. In both service type scenarios subjects were first exposed to an initial set of information representing the particular service encounter. Across all scenarios, the initial information was neutral in nature and was structured to simply "meet expectations." Subjects were randomly assigned to either the restaurant or auto mechanic groups, as well as the experiential or outcome within each of these groups. The subjects then received two more sets of information concerning activities occurring during the service encounter. Subjects assigned to the SbS condition made two ratings, one after each of the two information manipulations (positive-negative or negative-positive) and then a final overall rating. Subjects assigned to the EoS condition also received two additional pieces of information concerning aspects of the service encounter in either a positive-negative or negative-positive order, however they made only one final overall rating after receiving all the information.

FIGURE 5

2x2x2x2 Full Factorial Experimental Design

		Service		
		Restaurant	Auto Repair	
Experiential	SbS	Pos/Neg	1	2
		Neg/Pos	3	4
	EoS	Pos/Neg	5	6
		Neg/Pos	7	8
Outcome	SbS	Pos/Neg	9	10
		Neg/Pos	11	12
	EoS	Pos/Neg	13	14
		Neg/Pos	15	16

Stimuli

Development and Pretest of Stimuli. The specific service type used in each scenario (Restaurant, and Auto Mechanic) and corresponding manipulations of positive and negative information, and experiential or outcome were selected based on a series of pretests. Within each service type, the main goal or set of circumstances describing why the individual chose to engage in the service was manipulated to correspond to experiential or outcome. The particular service encounter was chosen based on the ease with which order of information, response modes, and service situation within a scenario context could be manipulated.

Pretest Study. In the pretest, possible manipulations within eight conditions (Restaurant and Auto Mechanic, Experiential versus Outcome, and Order of Information (positive/negative or negative/positive) were tested. In each condition, the scenario indicated the purpose for the visit (experiential or outcome) and then proceeded to describe the scenery and events as they are experienced. Subjects encountered a sequence of either positive/negative or negative/positive information. Following the scenario, the subject was instructed to answer a series of questions. They were asked to recall their purpose for engaging in the service and indicate their response to other various aspects

associated with the service. They were also asked their opinions as to goodness or badness associated with particular events experienced during the service encounter and the overall importance of that occurrence when making final evaluations. Finally, the subjects were asked basic demographic question items and questions concerning the realism of the scenario.

Results of the Pretest. Comments elicited via closed and open ended questions indicated that the subjects understood the task they were asked to perform and viewed it as realistic. Results of the pretest indicated overall success with the manipulations. Subjects were able to accurately recall the purpose for engaging in the service and indicated that both scenarios were realistic.

In both scenarios, pretest results indicated that there was not a significant difference between importance ratings or overall feelings when comparing the first manipulations against the second manipulations in each respective scenario. This indicates that the first and second manipulation in each scenario should be comparable. In other words, the first and second manipulations should be similar in importance or feelings if one is to compare positive and negative experiences with these manipulations and then look for order effects. If one found that the first event being manipulated was much more important than

the second event being manipulated, these two manipulations would not be suitable for primacy/recency evaluations because one would not be able to differentiate if it were possible order effects or simply differing importance weights driving the results. Analysis of variance evaluations indicated a significant difference between the negative and positive conditions within each manipulation in both scenarios (restaurant and auto mechanic).

Subjects

Three hundred and fifty undergraduate college of business student subjects for the study were utilized. Based upon the design, this allowed for approximately 21 subjects per cell.

The Procedure

Subjects were assigned to the treatment conditions on a random basis, ensuring that each cell had the appropriate ratio of subjects from each of the sixteen conditions. Subjects were informed that they were being asked to participate in a marketing research study during class time and that the study would take approximately 10-15 minutes of their time. Participation in the study was voluntary.

Subjects received the stimuli in the following order.

The first page provided general instructions to the respondent. Verbal emphasis was placed on the importance of the subjects' tracking through the booklet in sequential order, and not flipping back to change initial answers. The subject was informed to envision him/her self as being a consumer in that service setting. A scenario format was utilized to mentally take the subject through an entire service encounter within that particular setting.

The scenarios began with an initial neutral stem of information. The stem can be described as outlining the purpose for engaging in the service encounter (experiential or outcome) which was constructed to "meet subject's expectations". The next few pages described a series of events or activities occurring within the encounter with order of positive and negative stimuli varied as well as SbS or EoS processing strategies. Biographical information, and answers to dependant measures were gathered at the end of the questionnaire. The entire packet of materials used for each scenario is presented in Appendix 1.

Subjects were randomly assigned to one of the initial treatment conditions of Auto Mechanic or Restaurant, Experiential or Outcome, Order of information (Pos/Neg or Neg/Pos) and Response Mode (SbS or EoS). A specific example would be: Subject receives the experiential restaurant setting in which negative then positive order of information

utilizing a SbS response mode.

Subjects in the SbS manipulation would be asked to make two evaluation ratings during the scenario following a corresponding positive or negative manipulation. Subjects were then asked to make a final overall evaluation at the end of the scenario. Subjects in the EoS manipulation were asked to make only one final overall evaluation at the end of the scenario.

Manipulations

Sixteen variations of the scenarios were utilized in the study. Subjects were randomly assigned to either the restaurant or the auto repair service, experiential or outcome, SbS or EoS response mode, and positive/negative or negative/positive order of information. A brief summary of the manipulations used the scenarios is given in Table II. Actual scenarios can be reviewed in Appendix 3.

Measurement

Manipulation Checks. In order to assess the effectiveness of the manipulation of positive/negative information order, scale items were compared for significant differences between those assigned to the positive-negative and negative-positive condition. Subjects were also asked

TABLE II

SUMMARY OF MANIPULATIONS

RESTAURANT SERVICE: This is a casual dining restaurant that has been in business for several years and has a reputation for the best barbecue ribs in town. You have heard good comments about the place and want to try it.

Experiential: You and a date decide to go out for dinner. Your main goal or purpose for the evening is to enjoy a quiet and relaxing night with your date where you will be pampered and attended to while dining.

Outcome: You and a friend decide to go out for dinner. On this particular night, you and your friend have a real craving for barbecue. Not only do you want barbecue tonight, but you want it from a specific restaurant. Substitutions will not be accepted tonight. Your purpose for going out to dinner tonight is to satisfy the intense craving for BBQ that you are currently experiencing.

First Manipulation: The restaurant is moderately busy and the hostess tells you that you can expect to wait 30 minutes. To your surprise you actually wait either 5 minutes (Positive) or one hour (negative).

Second Manipulation: You make your entree selection which is the house specialty. Your meal is served as planned (positive) or the waitress returns and tells you that they have run out of your selection and you will have to choose something else (negative).

AUTO REPAIR SERVICE: Your car is four years old and in good running condition. As you are driving one day, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. You decide you cannot fix it yourself so you take it to a garage that is part of a large chain. The garage has

a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service.

Experiential: Your car is running rough and you decide to take it in for repairs. You are not in any hurry to get your car back within a specified number of days.

Outcome: Your car is running rough and you decide to take it in for repairs. You have planned a road trip for that weekend and so you need your car to be fixed on time to still make your trip.

First Manipulation: The receptionist at the desk is either very friendly and helpful (positive) or very neglectful and rude (negative).

Second Manipulation: The car is fixed faster than expected (positive) or later than expected (negative).

Response Modes: In the EoS response mode, the subject makes one final evaluation at the end of the scenario by answering the questions at the end. In the Sbs response mode, the subject is asked within the context of the scenario to make an open ended comment about the service thus far after each positive or negative manipulation. Overall evaluations and biographical information are solicited at the end of the scenario.

to describe the goodness or badness of the occurrence utilizing a single item 7-point Likert scale ranging from "very negative" to "very positive". In addition to measuring the perceived valence of the information, measures of importance weightings were taken for each manipulation. Level of importance was compared between the first manipulation and the second manipulation in all scenarios. In order to test more effectively for the presence of order effects, it was expected that the first and second manipulation in each scenario would not be significantly different in their perceived level of importance.

Dependent Measures. As outlined in chapter III, the dependent variable of interest was overall satisfaction with the service encounter. No new scale development was necessary. A combination of scales developed by Crosby and Stephens (1987), Oliver and Swan (1989a, b), Reid and Gundlach (1984), Marshall (1993), and (Parasuraman et. al. (1988) were used, all having alpha levels of .82 and above. Exact scales employed as dependent measures are summarized in Table III.

Exploratory Measures. A two-item index (ECOLVAL) was utilized to assess perceived overall level of realism of the events described in the scenario by the respondents. This

measure was created for this study and was included as a check for ecological validity. This exploratory measure is presented in Table III. It should be noted that these questions were asked after the main experimental questions. If contamination were to take place by exposure to stimuli or prior measures it was deemed preferable that the covariate measure experience the contamination rather than the dependent measures.

Another exploratory variable used in the analysis was the question asking whether or not the subject had any previous experience working in the given scenario service setting. This was a single question and was used as a moderating variable.

Data Analysis. Please refer back to Chapter 3 for the specific hypotheses. First, principal component analysis, Cronbach alphas, and item-total correlations were performed on the indices to assess structure and reliability.

Before testing the actual hypotheses, a four way ANOVA between type of service (auto mechanic or restaurant), response mode (EoS or SbS), service situation (experiential or outcome), and order of information (positive-negative or negative-positive) was performed. The purpose for this analysis was to determine if a four way interaction was present. This would indicate whether or not it would be

possible to collapse the two services and analyze them together. If type of service was shown to be interacting with the other variables then the data would have to be split and each service type (restaurant and auto mechanic) will be analyzed separately. In terms of the research hypotheses, H1, H2, and H3 were tested via ANOVA using the overall service encounter evaluation as the dependent measure.

CHAPTER V

RESEARCH RESULTS

INTRODUCTION

This chapter presents the findings of the study. Presentation of the results is organized by the following sections: 1) issues of structure and reliability of measures; 2) description of the sample; 3) manipulation tests; 4) tests of hypotheses; and 5) additional exploratory tests. In the interest of brevity, throughout this chapter the names of the indices and variables described in Chapter V will be abbreviated as follows:

DEPENDENT VARIABLE:

SATEVAL - the five-item scale measuring the subjects' perceptions of an overall satisfaction evaluation regarding the entire service encounter.

INDEPENDENT VARIABLES:

RESPONSE MODE - the variable name given to the independent variable manipulating possible response modes. This was either SbS or EoS.

SITUATION - the variable name given to the independent variable manipulating possible service situations. This was either experiential or outcome.

SERVICE - the variable name given to the independent variable manipulating the actual kind of service. This was either a restaurant or an auto mechanic's garage.

ORDER OF INFORMATION - the variable name given to the independent variable manipulating possible orders of information. This was either positive-negative or negative-positive.

EXPLORATORY MEASURES:

ECOLVAL: A two item index measuring subjects' perception of realism within the scenarios.

EXPERIENCE: Single item index measuring subjects' past work experience with the type of service in the scenario.

(Please refer back to Table III for details of the measures)

Structure and Reliability of Indices

The dependent measure in the study was overall satisfaction evaluation (SATEVAL). Subjects read an initial description (called the stem) that remained constant across

all conditions within each of the two services (RESTAURANT and AUTO MECHANIC) and service situations (EXPERIENTIAL and OUTCOME). Next, depending on whether they were exposed to the EoS or SbS treatment condition, they may have been asked to give intermittent evaluations regarding their opinions of the service thus far. Subjects in the EoS treatment condition were asked to make a single evaluation occurring at the end of the service encounter. Alternatively, subjects in the SbS condition made two intermittent evaluations (one occurring after exposure to either a Positive or negative manipulation), and a final overall evaluation occurring at the end of the service encounter.

RESTAURANT

Structure. Initially principal component analysis was employed with a varimax rotation to assess any underlying structures of the data. For the restaurant service, the principal component analysis of the SATEVAL scale yielded a 4 factor solution with an eigenvalue greater than or equal to one set as the criterion. The first factor contained all satisfaction indices. The second factor contained manipulation check questions corresponding to the second manipulation. The third factor contained manipulation check

questions corresponding to the first manipulation. The final factor contained questions corresponding to the perceived realism associated with the study. The four factor solution accounted for over 70 percent of total variance explained. As in the restaurant study, principal component analysis was employed with a varimax rotation to assess the underlying structure of the data. The analysis of the SATEVAL scale also yielded a similar 4 factor solution with an eigenvalue greater than or equal to one. The four factor solution accounted for over 73 percent of total variance explained.

Reliability. Cronbach alphas and item-total correlations were calculated for the SATEVAL scale in both services. The SATEVAL scale was constructed by combining indices from other existing satisfaction scales all having overall alpha scores of .87 or above (Parasuraman et. al 1988, Reid and Gundlach 1984, Marshall 1990). In the restaurant service, the five item SATEVAL scale had individual alphas ranging from .85 to .89. with an overall alpha level of .90. See table III for a summary of the individual indices used to construct the SATEVAL scale. Item-total correlations were generally high and ranged from .69 to .84. Details of the restaurant reliability analysis for the SATEVAL scale are presented in Table IV. Based upon

the results of this analysis, the SATEVAL scale was deemed sufficiently internally reliable for use in the present study. No other multiple item measures were employed in the study.

In the auto mechanic service, SATEVAL was constructed from a 5 item index. Individual alphas ranged from .90 to .93 with an overall alpha score of .94. Item-total correlations were generally high and ranged from .77 to .92. Details of the auto mechanic reliability analysis for the SATEVAL scale are presented in Table V.

Description of Sample

As reported in Chapter IV, the number of usable responses in the study was 349 out of 350 total subjects. The restaurant service had 205 usable responses. There were 181 subjects in the (17-25) age group and 23 in the (26-40) age group for the restaurant service. In the auto mechanic service there were 144 usable responses out of a possible 144 responses. There were 137 in the (17-25) age group, 5 in the (26-40) age group, and one each in the (41-55) and (over 55) groups. The male/female split was 111 and 93 respectively in the restaurant service, and 71 and 73 respectively in the auto mechanic service with a 182 and 166

TABLE IV

RELIABILITY ANALYSIS OF SATEVAL SCALE

RESTAURANT

Standardized Variables
Item-Total Correlations

<u>Alpha</u>	<u>Dependent Measures</u>
.76	Q1: Please rate your overall impression of this establishment.
.69	Q2: What Quality level did you receive from this establishment?
.68	Q3: Please rate your overall level of satisfaction.
.84	Q4: I would recommend this place to a friend.
.79	Q5: What is the likelihood that you would consider coming here again in the future?

ALPHA .90

(Please refer to the questionnaire in Appendix A for specific items)

TABLE V

RELIABILITY ANALYSIS OF SATEVAL SCALE

AUTO REPAIR

Standardized Variables
Item-Total Correlations

<u>Alpha</u>	<u>Dependent Measure</u>
.81	Q1: Please rate your overall impression of this establishment.
.77	Q2: What quality level did you receive from this establishment?
.88	Q3: Please rate your overall level of satisfaction.
.79	Q4: I would recommend this place to a friend.
.92	Q5: What is the likelihood that you would consider coming here again in the future?
	ALPHA .94

(Please refer to the questionnaire in Appendix A for specific items)

respective split overall.

Experience with working in the two services described in the scenarios was measured. In the restaurant service 91 reported having worked or currently working in a restaurant versus 113 reporting no past work experience. In the auto mechanic service 9 reported having worked or currently working in an auto mechanic's repair shop versus 135 reporting no past work experience.

Manipulation Checks

In both services, because subjects received performance information about some aspect of service delivery in one of two valence orders (POSITIVE/NEGATIVE or NEGATIVE-POSITIVE), a manipulation check was required to ensure that subjects perceived the valence of the information as expected. To assess this perception of the relative "goodness/badness" of the information, separate ANOVAS were performed for each of the two manipulations occurring in the scenarios (note that the information in the stem was not varied with respect to different situations within the service). A significant difference in the means of the manipulation check items indicated a successful manipulation of positive and negative information valence. Specifically, opinions regarding the manipulated activity occurring in the service encounter were

rated lower when information was bad versus when it was good. In all cases, the means were significantly different in the predicted directions. A priori F tests on the mean differences of questions 8 and 9 in the Restaurant service, (Q8: How long did you have to wait for a table? Q9: I found the amount of time spent waiting for a table to be...) and the positive or negative manipulation revealed significant differences (F: 553.18, $P < .000$, and F: 250.6, $p < .000$) respectively. Based upon the clear differences in perception of the bad versus good information about some aspect of the service, the manipulation of valence of performance information was deemed successful.

The same analyses used in the restaurant setting were also used in the auto mechanic setting to assess manipulation success. A significant difference in the means of the manipulation check items indicated a successful manipulation of positive and negative information valence. Specifically, opinions regarding the manipulated activity occurring in the auto mechanic service encounter were rated lower when information was bad versus when it was good. Separate ANOVAs were performed with order of information and questions 8, 9, and 12. In all cases, the means were significantly different in the predicted directions (Refer to Appendix 1 for the actual manipulation check questions).

Based upon the clear differences in perception of the bad versus good information about some aspect of the service, the manipulation of valence of performance information was deemed successful. (Refer to Table II to review summary of actual manipulations in each service and situation).

Because this study involves the prediction of order effects, it was also necessary to measure the importance weighting associated with each of the activities being manipulated in each of the given scenarios. In other words, if the first manipulated activity or occurrence in the scenario is an event that is highly important to a consumer when evaluating a service and the second manipulated activity is fairly unimportant, then one cannot accurately assess whether a primacy effect has been detected or differences exist due to the differences in importance.

No significant differences were found between the mean ratings of importance for the first manipulation compared against the second manipulation in either service. Paired sample T-tests on questions 10, 12, and 13 were compared in the Restaurant service. No significant differences between any combination of means was found (Refer to Appendix 1 for actual questions asked). Since the importance rating means for the manipulated activities were found to be similar within the scenario, the manipulation of equal or similar

importance or weightings was deemed successful.

No significant differences were found in the Auto Repair service between the mean ratings of importance for the first manipulation compared against the second manipulation. A separate paired sample T-test on questions 10 and 13 revealed no significant difference between the mean ratings of importance. Since the importance mean ratings for the manipulated activities were found to be similar within the scenario, the manipulation of equal or similar importance or weightings was deemed successful.

A check for ecological validity was utilized with a two item index. Subjects were asked their opinions as to how realistic the scenario was for them, and also if they felt that the events they read in the scenario could have actually happened to them. For the realism question, the restaurant service yielded a mean score of 5.6 (n=205, S.D.=1.3) on a 7-point Likert scale, where 7 indicated subjects' perceived the scenario as highly realistic. The question asking whether they believed the events in the scenario could have happened to them revealed a mean of 5.5 (n=205, S.D.=1.5) on the same 7-point Likert scale.

In the Auto Repair service, the realism question had a mean of 5.4 (n=144, S.D.=1.5) on a 7-point Likert scale, where 7 indicated subjects' perceived the scenario as highly

realistic. The question asking whether they believed the events in the scenario could have happened to them revealed a mean of 5.3 (n=144, S.D.=1.6) on the same 7-point Likert scale. These results provide good evidence that the subjects perceived the scenarios to be overall realistic and probable.

Tests of the Hypotheses

Because this study employed two very different kinds of services involving different consumer experiences and situations, a manipulation check was performed to verify whether both services (RESTAURANT and AUTO REPAIR) could be collapsed and analyzed together. In order to determine the effectiveness of the different service manipulations, an *a priori* four-way ANOVA was performed between SERVICE (Auto Repair/Restaurant), SITUATION (Outcome/Experiential), ORDER OF INFORMATION (Positive-Negative/Negative-Positive), and RESPONSE MODE (EoS/SbS) with overall SATISFACTION as the dependent variable. There was no significant interaction between the four independent variables (F Value .16, $p < .6933$) (See Table VI). This would suggest that the two types of services could be collapsed and analyzed together.

Although there is not a significant four-way interaction, there are four significant main effects

TABLE VI
4 WAY ANOVA TABLE

SOURCE	DF	TYPE III SS	MEAN SQ	F VALUE	Pr>F
Service	1	22.798	22.798	25.16	0.0001
Situation	1	11.059	11.059	12.21	0.0005
Service * Situation	1	0.537	0.537	0.59	0.4418
Order of Information	1	20.963	20.963	23.14	0.0001
Service * Order	1	16.024	16.024	17.69	0.0001
Situation * Order	1	11.219	11.219	12.38	0.0005
Service * Situation * Order	1	0.065	0.065	0.07	0.7895
Response	1	3.878	3.878	4.28	0.0393
Service * Response	1	0.365	0.365	0.40	0.5261
Situation * Response	1	1.550	1.550	1.71	0.1918
Service * Situation * Response	1	0.565	0.565	0.62	0.4304
Order * Response	1	4.329	4.329	4.78	0.0295
Service * Order * Response	1	7.236	7.236	7.99	0.0050
Situation * Order * Response	1	0.176	0.176	0.19	0.6593
Service * Situation * Order * Response	1	0.141	0.141	0.16	0.6933

superceded by three two-way interactions. SERVICE by ORDER OF INFORMATION revealed a significant two-way interaction with an F-Value of 17.69 and $P < .0001$. SITUATION by ORDER OF INFORMATION is also significant with an F-Value of 12.38 and $P < .0005$. ORDER OF INFORMATION by RESPONSE MODE revealed a significant interaction with an F-Value of 4.78 and $P < .0295$. A significant three-way interaction between SERVICE, ORDER OF INFORMATION, and RESPONSE MODE was also detected (F-Value: 7.99, $P < .0050$). The possible implications of these significant results will be discussed further in chapter six.

In an effort to analyze the two services together, the original 16 cell design was collapsed down to an 8 cell design ($2 \times 2 \times 2$) with SITUATION, ORDER OF INFORMATION, and RESPONSE MODE (each variable with two levels) as the independent variables.

H1: A significant triple interaction will occur between order of information (positive/negative, negative/positive), type of service situation (experiential/outcome), and response mode (EoS/SbS).

To test H1, a three-way ANOVA was performed utilizing ratings of the satisfaction evaluation index (SATEVAL). H1 tested for a significant triple interaction between ORDER OF INFORMATION, RESPONSE MODE, and SITUATION. More

specifically, in the EXPERIENTIAL situation an interaction between RESPONSE MODE and ORDER OF INFORMATION was predicted. In the SbS response mode a recency effect was predicted; however, a primacy effect was predicted for the EoS response mode. In the OUTCOME situation, an overall recency effect was predicted regardless of the response mode utilized.

A figure depicting the pattern of means for H1 is presented in Figure 6. The ANOVA revealed no support for H1 (See Table VII). A significant interaction between the three independent variables (ORDER OF INFORMATION, RESPONSE MODE, AND SERVICE SITUATION) was not found.

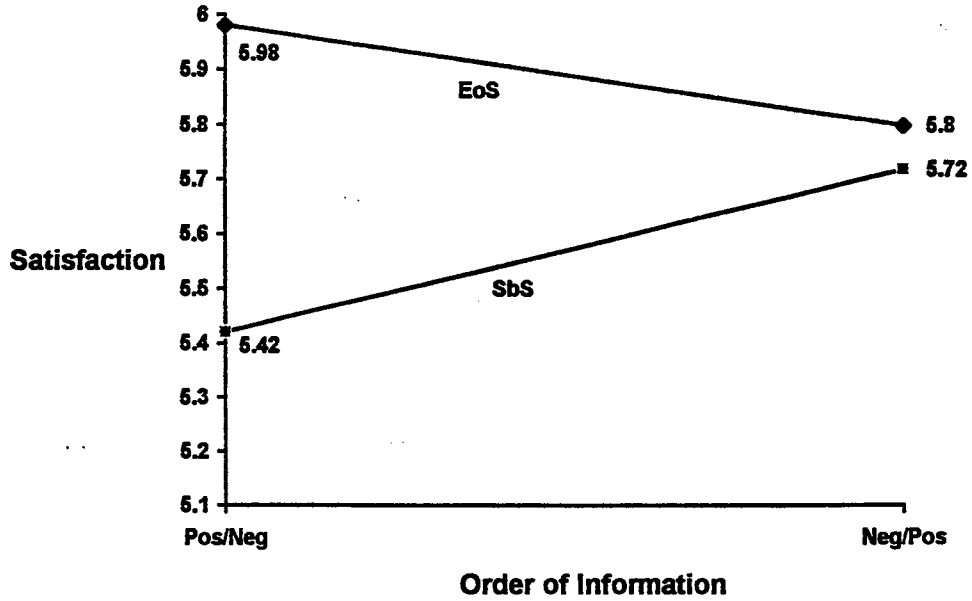
The F tests revealed main effects for each of the independent variables superceded by two significant two-way interactions. Service SITUATION by ORDER OF INFORMATION revealed a significant interaction with an F-value of 11.09 and $p < 0.0010$, as well as ORDER OF INFORMATION by RESPONSE MODE with an F-value of 3.05 and $p < 0.0818$ at the .1 level. When examining the main effects more closely, it is found that EXPERIENTIAL situations revealed a significantly higher level of satisfaction (mean 5.733) than OUTCOME situations (mean = 5.357) on a scale of 1 to 7 with 7 being the most satisfied. Orders of information also differed in their satisfaction levels with a NEGATIVE/POSITIVE order mean of

FIGURE 6

HYPOTHESIS ONE PATTERN OF MEANS

EXPERIENTIAL

Response Mode by Order of Information



OUTCOME

Response Mode by Order of Information

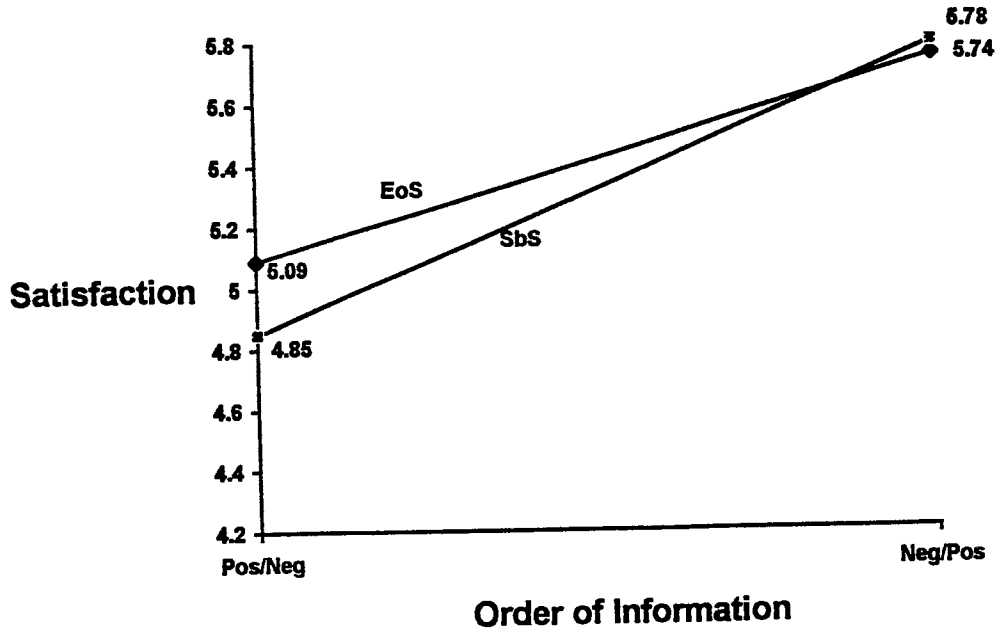


TABLE VII**ANOVA TABLE FOR HYPOTHESIS ONE**

SOURCE	DF	TYPE III SS	MEAN SQ	F VALUE	Pr>F
Situation	1	11.660	11.660	11.37	0.0008
Order of Information	1	15.557	15.557	15.16	0.0001
Situation * Order	1	11.382	11.382	11.09	0.0010
Response	1	3.923	3.923	3.82	0.0514
Situation * Response	1	1.106	1.106	1.08	0.2999
Order * Response	1	3.125	3.125	3.05	0.0818
Situation * Order * Response	1	0.211	0.211	0.21	0.6508

5.76 compared with a POSITIVE/NEGATIVE order mean of 5.335. EoS response modes were found to have a significantly higher level of satisfaction (mean=5.66) than SbS response modes (mean=5.44).

To further explore the differences between EXPERIENTIAL and OUTCOME service situations, hypotheses 2 and 3 are examined next.

H2: Within experiential service situations, a significant two way interaction between order of information and response mode will occur such that:

In the SbS condition, overall satisfaction will be higher when information is presented in a negative-positive order than in a positive-negative order thus resulting in a recency effect.

In the EoS condition, overall satisfaction will be higher when information is presented in a positive-negative order than a negative-positive order thus resulting in a primacy effect.

To test H2, a two-way ANOVA was performed utilizing ratings of the satisfaction evaluation index (SATEVAL). The ANOVA for H2 is presented in Table VIII. The overall ANOVA did not reveal support for H2 (F: 2.48, $p < .1171$). No significant interaction was found as hypothesized however, a main effect for RESPONSE MODE was found (F: 4.08, $p < .0451$). EoS response modes were found to have significantly higher levels of overall satisfaction with a mean of 5.89 than SbS response modes with a mean of 5.58 on a scale of 1 to 7 with

TABLE VIII

ANOVA TABLE FOR HYPOTHESIS TWO

SOURCE	DF	TYPE III SS	MEAN SQ	F VALUE	Pr > F
Response	1	4.378	4.378	4.08	0.0451
Order of Inform	1	0.211	0.211	0.20	0.6582
Order * Response	1	2.664	2.664	2.48	0.1171

7 being most satisfied. See Figure 7 for a graphic portrayal and table of the overall mean ratings for SATEVAL in the experiential service situation.

A series of contrasts were performed to identify any possible significant differences between the means of different ORDERS OF INFORMATION or RESPONSE MODES (See Table IX). A *priori* F tests revealed a significant difference in the mean satisfaction ratings between the EoS and the SbS response modes in the POSITIVE/NEGATIVE order of information (F Value 6.72, $p < .0099$. SATEVAL mean in the EoS condition = 5.98, Mean in the SbS condition = 5.42). No significant differences were found between the response modes in the NEGATIVE/POSITIVE order of information (F: .16, $p < .6882$, Mean in the EoS condition = 5.80, Mean in the SbS condition = 5.73). No significant differences were found in the mean ratings of SATEVAL based on ORDER OF INFORMATION assigned to the EoS response mode (F: .68, $p < .4094$, Mean in the EoS: POSITIVE/NEGATIVE condition = 5.98, Mean in the EoS: NEGATIVE/POSITIVE condition = 5.80), or the SbS response mode (F: 1.90, $p < .1687$, Mean in the SbS: POSITIVE/NEGATIVE condition = 5.42, Mean in the NEGATIVE/POSITIVE condition = 5.73).

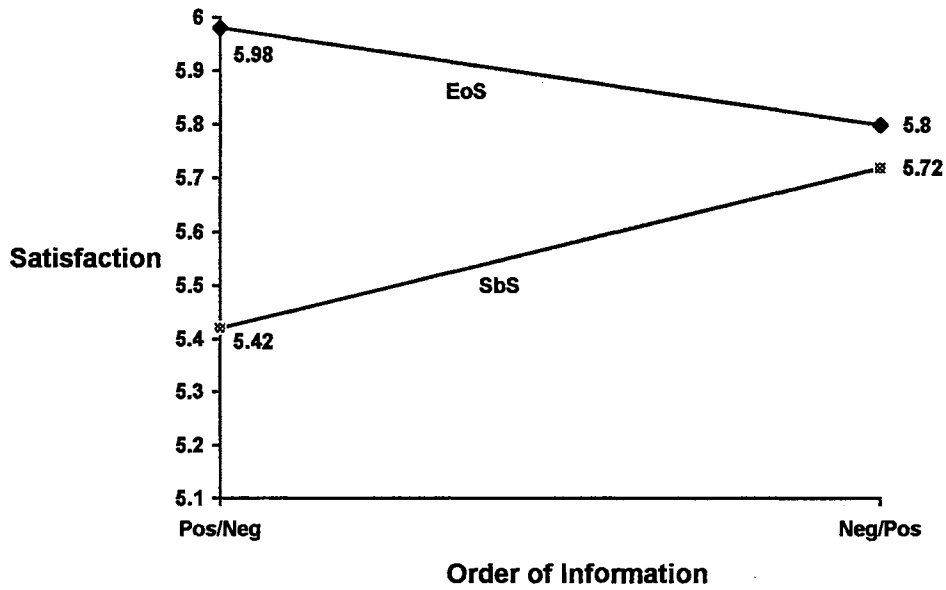
Hypothesis three examines the nature of satisfaction evaluations within outcome situations.

FIGURE 7

HYPOTHESIS TWO PATTERN OF MEANS

EXPERIENTIAL

Response Mode by Order of Information



RESPONSE MODE	ORDER OF INFO	N	MEAN	STD. DEV.
EoS	Pos/Neg	44	5.982	0.923
EoS	Neg/Pos	45	5.804	0.951
SbS	Pos/Neg	43	5.419	1.356
SbS	Neg/Pos	44	5.718	0.840

TABLE IX

TABLE OF CONTRAST TEST RESULTS: EXPERIENTIAL

CONTRAST	DF	CONTRAST SS	MEAN SQ	F VALUE	Pr > F
Exp:P/N by EoS-SbS	1	6.898	6.898	6.72	0.0099
Exp:N/P by EoS-SbS	1	0.166	0.166	0.16	0.6882
Exp:EoS by N/P-P/N	1	0.670	0.670	0.68	0.4094
Exp:SbS by N/P-P/N	1	1.952	1.952	1.90	0.1687

H3: Within outcome situations, a main effect will occur such that only outcome information will be considered without regard to response mode when making a satisfaction evaluation.

To test H3, a two-way ANOVA was performed utilizing ratings of the satisfaction evaluation index (SATEVAL). The ANOVA for H3 is presented in Table X. The overall ANOVA supported H3. There was no significant interaction found between ORDER OF INFORMATION and RESPONSE MODE (F Value .87, $p < .3533$), and no significant main effect for RESPONSE MODE by itself (F Value .44, $p < .5098$). As predicted, a significant main effect was found for ORDER OF INFORMATION (F: 27.07, $p < .0001$). See Figure 8 for a graphic portrayal of the overall mean rating for SATEVAL in the outcome service situation.

A series of contrasts were performed to further test for significant SATEVAL differences between RESPONSE MODE and ORDER OF INFORMATION (See Table XI). *A priori* F tests revealed no significant differences in the mean ratings of SATEVAL by subjects based upon type of RESPONSE MODE assigned to the POSITIVE/NEGATIVE order of information (F: 1.23, $p < .2679$, Mean in the EoS condition = 5.09, Mean in the SbS condition = 4.85), or NEGATIVE/POSITIVE order of information (F: 0.03, $p < .8533$, Mean in the EoS condition = 5.74, Mean in the SbS condition = 5.78). A significant

TABLE X

ANOVA TABLE FOR HYPOTHESIS THREE

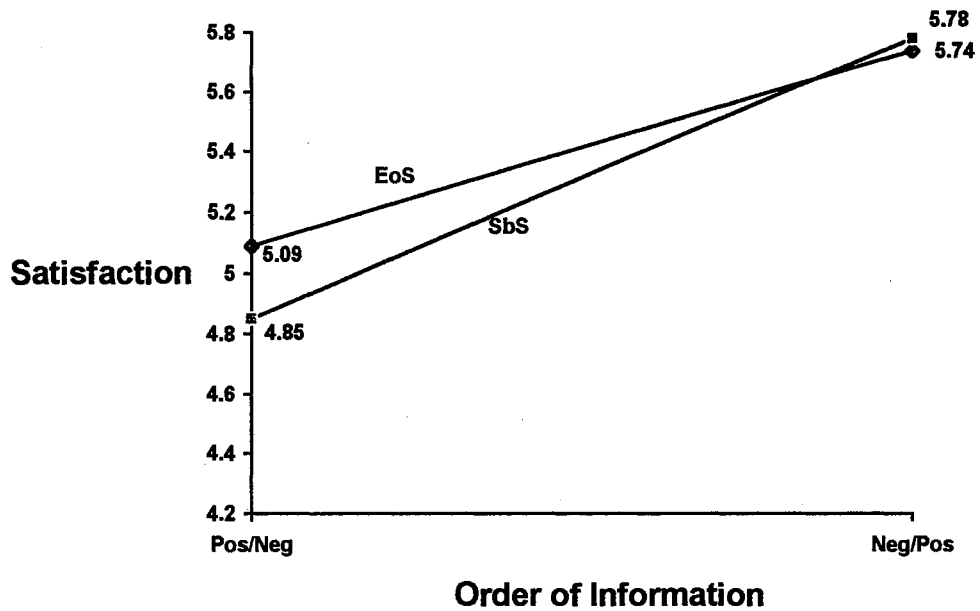
SOURCE	DF	TYPE III SS	MEAN SQ	F VALUE	Pr > F
Response	1	0.428	0.428	0.44	0.5098
Order of Inform	1	26.535	26.535	27.07	0.0001
Order * Response	1	0.849	0.849	0.87	0.3533

FIGURE 8

HYPOTHESIS THREE PATTERN OF MEANS

OUTCOME

Response Mode by Order of Information



RESPONSE MODE	ORDER OF INFO	N	MEAN	STD. DEV
EoS	Pos/Neg	43	5.093	0.911
EoS	Neg/Pos	41	5.737	0.877
SbS	Pos/Neg	45	4.853	1.241
SbS	Neg/Pos	44	5.778	0.865

TABLE IX

TABLE OF CONTRAST TEST RESULTS: EXPERIENTIAL

CONTRAST	DF	CONTRAST SS	MEAN SQ	F VALUE	Pr > F
Exp:P/N by EoS-SbS	1	6.898	6.898	6.72	0.0099
Exp:N/P by EoS-SbS	1	0.166	0.166	0.16	0.6882
Exp:EoS by N/P-P/N	1	0.670	0.670	0.68	0.4094
Exp:SbS by N/P-P/N	1	1.952	1.952	1.90	0.1687

difference was found in the mean ratings of SATEVAL by subjects based on ORDER OF INFORMATION assigned to both the EoS and SbS response modes (EoS: F Value 8.47, $p < .0038$, Mean in the POSITIVE/NEGATIVE condition = 5.09, Mean in the NEGATIVE/POSITIVE condition = 5.74; SbS: F Value 18.51, $p < .0001$, Mean in the POSITIVE/NEGATIVE condition = 4.85, Mean in the NEGATIVE/POSITIVE condition = 5.78). This finding would support the presence of an outcome bias for either response mode. Means for overall satisfaction were significantly higher when information was presented in a NEGATIVE/POSITIVE order (Mean = 5.76) than when information was given in a POSITIVE/NEGATIVE order (Mean = 4.97).

Additional Exploratory Tests

A four-way ANOVA was performed with service situation, order of information, response mode, and experience (single item index measuring subjects' past work experience with the service in the scenario). Neither a main effect for experience in either service or a significant four-way interaction was found.

CHAPTER VI

DISCUSSION, SUMMARY AND CONCLUSIONS

OVERVIEW

It is important to reiterate the key purposes of the dissertation. First, a comprehensive literature review of service encounters, satisfaction evaluation theories, and order effects was developed as a means of organizing the present study. Second, the dissertation offered a new conceptual model of service encounter evaluations utilizing a temporal perspective. Finally, portions of the model were empirically tested for the presence of order effects biases in consumer evaluations.

This chapter is divided into four sections. The first section is a discussion section containing an analysis of the specific results, including potential avenues for future research; section two presents a general discussion of implications; the third section addresses limitations of the research; and the fourth section offers a set of specific steps that service providers are encouraged to take to maximize the effectiveness of the service encounter

evaluation process.

DISCUSSION

The study utilized an experimental design testing hypotheses in two different service encounters. The results revealed partial support across the hypotheses. See Table XII for a summary of the results for each hypothesis.

Interpretation of Results

When examining the results of Hypothesis One, the predicted triple interaction between SITUATION, ORDER OF INFORMATION, and RESPONSE MODE was not supported. Although the triple interaction was not found, there were some interesting significant two way interactions that were revealed. ORDER OF INFORMATION by SITUATION was found to be a significant interaction with the pattern of means suggesting a possible outcome bias in the OUTCOME situation as predicted (See Figure 9). ORDER OF INFORMATION by RESPONSE MODE approached significance (F Value 3.05, $p < .0818$) with the SbS Response Mode displaying signs of a recency effect as predicted (See Figure 10).

When reviewing overall main effects, EXPERIENTIAL situations were found to have significantly higher levels of

TABLE XII

SUMMARY OF RESEARCH RESULTS BY HYPOTHESIS

H1: A Significant Triple Interaction Will Occur Between Order of Information (positive-negative/negative-positive), Type of Service Situation (experiential/outcome), and Response Mode (EoS/SbS).

Result: Hypothesis not supported. A significant triple interaction between order of information, response mode, and service situation was not found.

H2: Within Experiential Service Situations, a Significant Two-Way Interaction Between Order of Information and Response Mode Will Occur Such That...

In the SbS condition, overall satisfaction will be higher when information is presented in a negative-positive order than in a positive-negative order thus resulting in a recency effect.

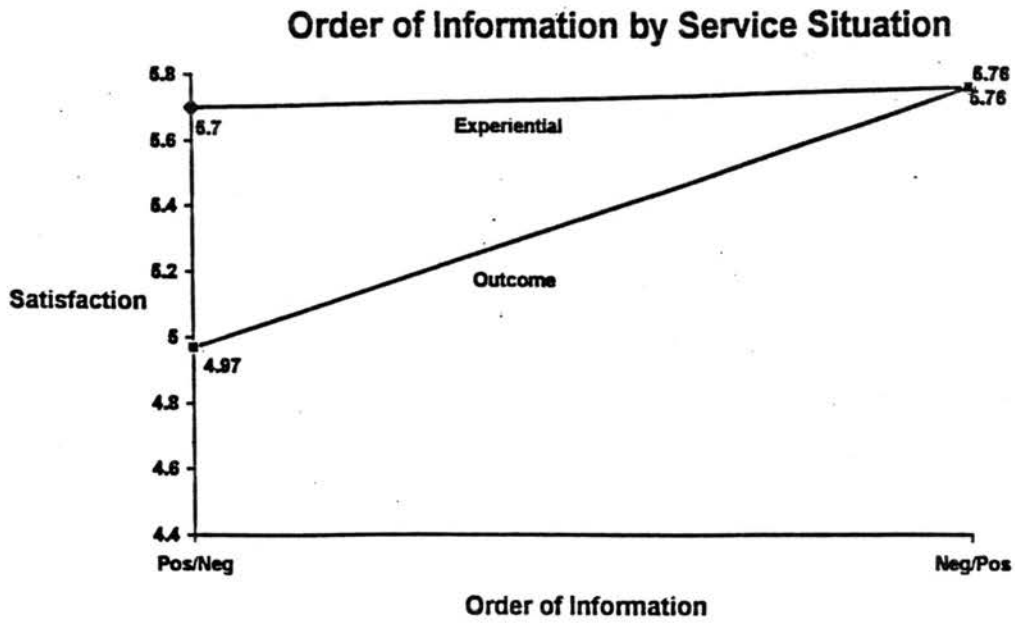
In the EoS condition, overall satisfaction will be higher when information is presented in a positive-negative order than a negative-positive order thus resulting in a primacy effect.

Result: Hypothesis Partially Supported. A significant interaction was not found, although the predicted pattern of means for overall satisfaction was found in both the EoS and SbS Response Mode condition. In the SbS response mode condition, overall satisfaction was higher when information was presented in a Negative/Positive order than in a Positive/Negative order thus resulting in a recency effect as predicted. In the EoS response mode condition, overall satisfaction was higher when information was presented in a Positive/Negative order than a Negative/Positive order thus resulting in a primacy effect as predicted.

H3: Within Outcome Situations, a Main Effect Will Occur Such That Only Outcome Information Will Be Considered Without Regard To Response Mode When Making a Satisfaction Evaluation.

Result: Hypothesis Supported. A significant main effect was found for order of information such that outcome information was considered without regard to response mode when forming final satisfaction evaluations. Satisfaction evaluations were significantly higher when information was presented in a Negative/Positive order rather than a Positive/Negative order regardless of the response mode.

FIGURE 9



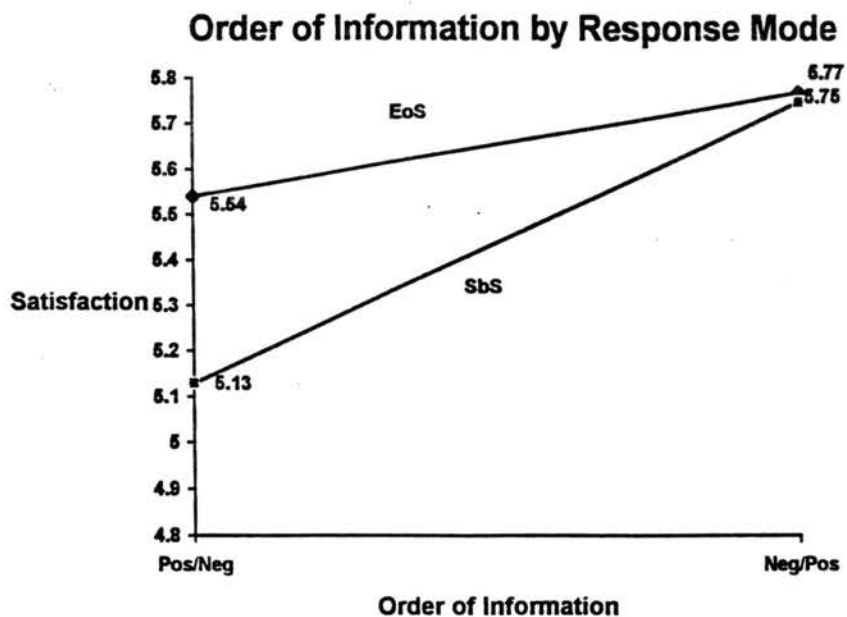
ORDER OF INFORMATION	SERVICE SITUATION	N	MEAN	STD. DEV.
Pos/Neg	Experiential	87	5.703	1.186
Pos/Neg	Outcome	88	4.970	1.093
Neg/Pos	Experiential	89	5.762	0.894
Neg/Pos	Outcome	85	5.758	0.866

overall SATISFACTION than OUTCOME situations (EXPERIENTIAL Mean=5.73, OUTCOME Mean=5.36). SATISFACTION levels were higher when information was given in a NEGATIVE/POSITIVE order (Mean=5.76) than in a POSITIVE/NEGATIVE order (Mean=5.33) indicating an overall tendency toward recency effects. EoS response modes resulted in significantly higher levels of SATISFACTION (Mean=5.66) than SbS response modes (Mean=5.44).

When examining Hypothesis Two the results approached significance at the .1 level. A significant main effect was found for RESPONSE MODE but not for ORDER OF INFORMATION, nor was there a significant two way interaction. Actually, more support for Hypothesis Two can be found in the graphic portrayal of the pattern of means than in the ANOVA table (See Figure 11).

When examining the pattern of means from a purely primacy/recency perspective, the hypothesis is supported. In the SbS condition, overall satisfaction is higher when information is presented in a NEGATIVE/POSITIVE order than in a POSITIVE/NEGATIVE order thus resulting in a recency effect as predicted. In the EoS condition, overall satisfaction is higher when information was presented in a POSITIVE/NEGATIVE order than a NEGATIVE/POSITIVE order thus resulting in primacy effect as predicted. Overall, within

FIGURE 10

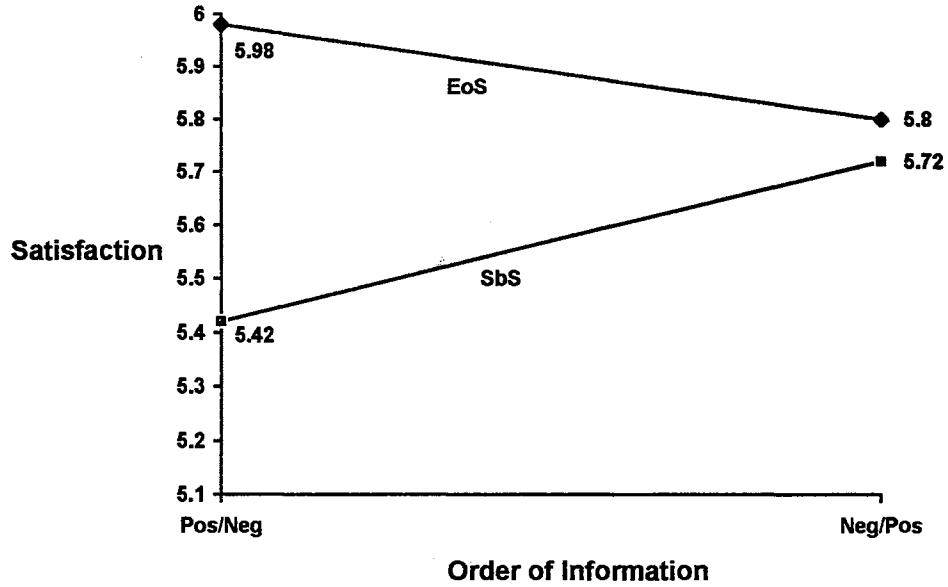


ORDER OF INFORMATION	RESPONSE MODE	N	MEAN	STD. DEV.
Pos/Neg	EoS	87	5.543	1.017
Pos/Neg	SbS	88	5.130	1.322
Neg/Pos	EoS	86	5.772	0.912
Neg/Pos	SbS	88	5.748	0.848

FIGURE 11: HYPOTHESIS TWO

EXPERIENTIAL

Response Mode by Order of Information



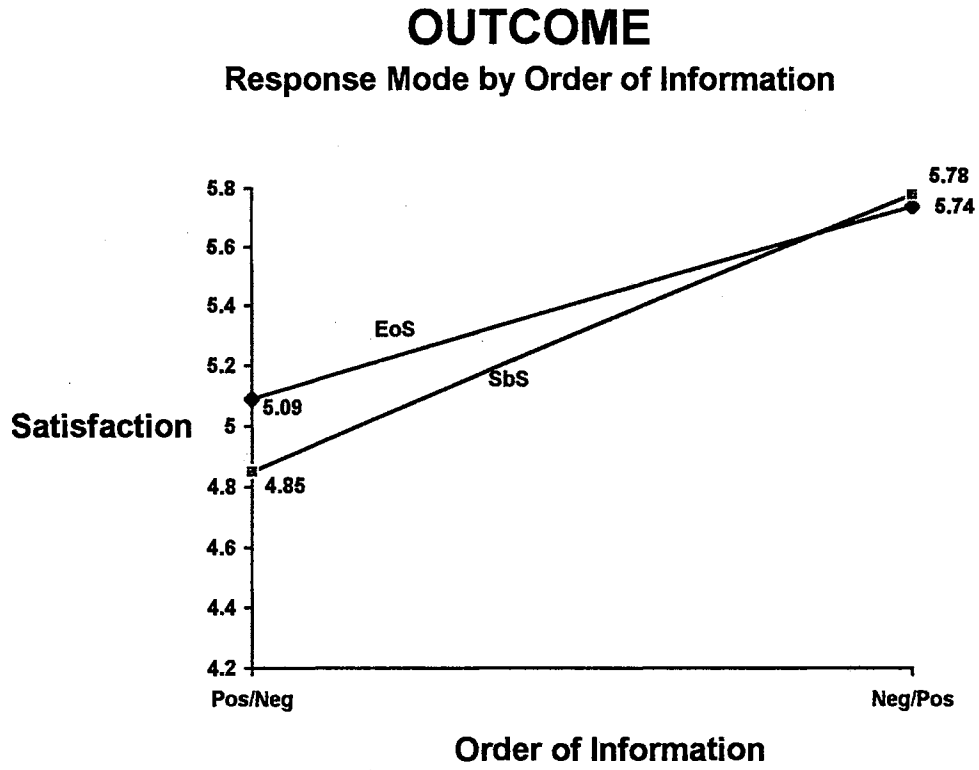
RESPONSE MODE	ORDER OF INFO	N	MEAN	STD. DEV.
EoS	Pos/Neg	44	5.982	0.923
EoS	Neg/Pos	45	5.804	0.951
SbS	Pos/Neg	43	5.419	1.356
SbS	Neg/Pos	44	5.718	0.840

EXPERIENTIAL situations satisfaction levels were found to be significantly higher for the EoS response mode than the SbS response mode thus indicating a main effect for RESPONSE MODE not anticipated as opposed to the predicted interaction. Given the true interest behind the structure of the hypothesis, it is concluded that there is overall support for Hypothesis Two due to the primacy/recency patterns of the means which is actually of more interest and value than the predicted interaction.

Hypothesis Three was also supported in that outcome information was found to influence overall satisfaction evaluations without regard to response mode. A main effect for order of information was found supporting the presence of an outcome bias. Satisfaction evaluation ratings were significantly higher in both response modes when the order of information was NEGATIVE-POSITIVE (Mean=5.76) rather than POSITIVE-NEGATIVE (Mean=4.97) (See Figure 12). There was a greater detection in the mean differences in the SbS response mode than in the EoS response mode. These results would indicate the presence of an outcome bias as referred to in earlier chapters.

Further Exploratory Analysis. In the interest of exploratory research, further analyses of hypotheses two and three was performed by exploring for possible differences

FIGURE 12: HYPOTHESIS THREE



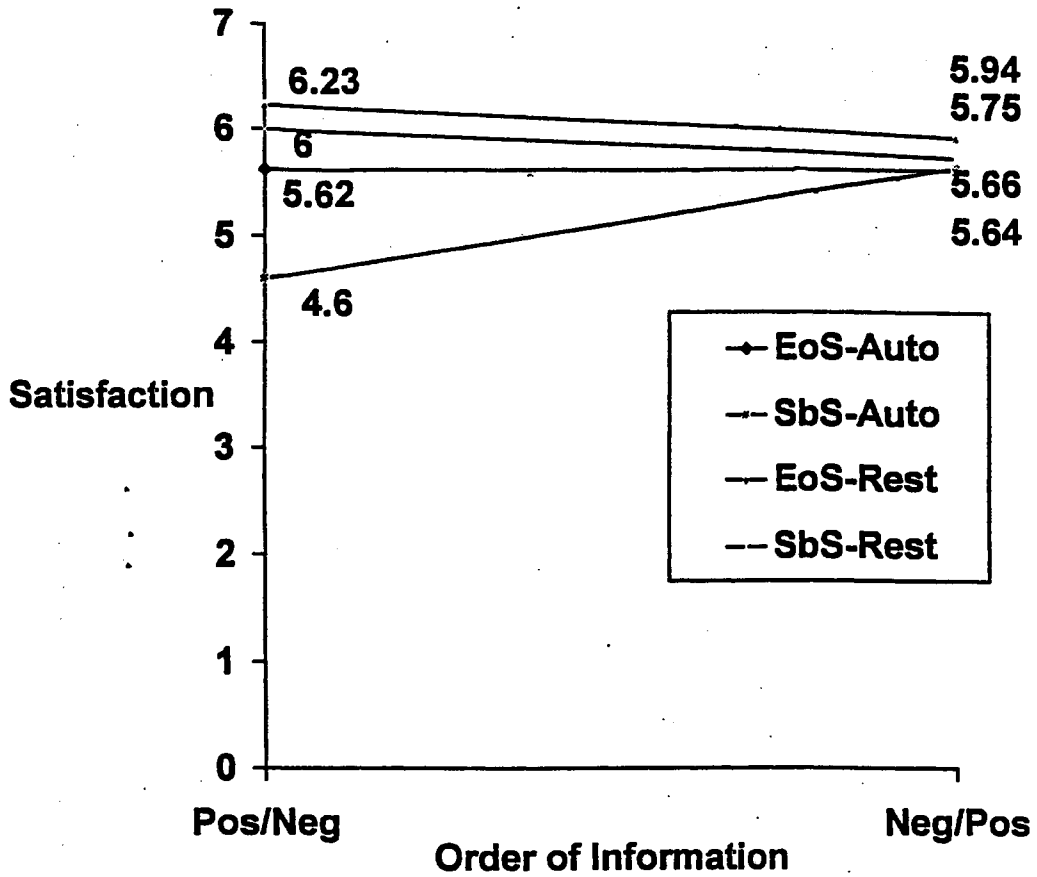
RESPONSE MODE	ORDER OF INFO	N	MEAN	STD. DEV.
EoS	Pos/Neg	43	5.093	0.911
EoS	Neg/Pos	41	5.737	0.877
SbS	Pos/Neg	45	4.853	1.241
SbS	Neg/Pos	44	5.778	0.865

between the two service settings (RESTAURANT and AUTO REPAIR). It was discovered that the pattern of means were quite different between the AUTO REPAIR service and the RESTAURANT service in both the EXPERIENTIAL and OUTCOME situations.

When comparing the patterns of means between the RESTAURANT service and the AUTO REPAIR service in Hypothesis Two, a few differences are found (See Figure 13). A significant two-way interaction between ORDER OF INFORMATION and RESPONSE MODE leading to recency effects in the Sbs condition and primacy effects in the EoS condition was predicted. In neither service was the predicted two-way interaction significant. The pattern of means in the restaurant setting shows no interaction at all and the pattern of means in the auto repair setting shows an interaction which only approached significance (F value: 3.45, $p < .0673$). No significant main effects were found; although, ORDER OF INFORMATION approached significance in both services with $p < .0687$ for the RESTAURANT service and $p < .0588$ for the AUTO REPAIR service. No differences were found in either service for levels of overall satisfaction between different ORDERS OF INFORMATION or different RESPONSE MODES. The restaurant setting displayed a pattern of means illustrating a surprising tendency toward a primacy

FIGURE 13
 COMPARISON OF AUTO REPAIR AND RESTAURANT: H2

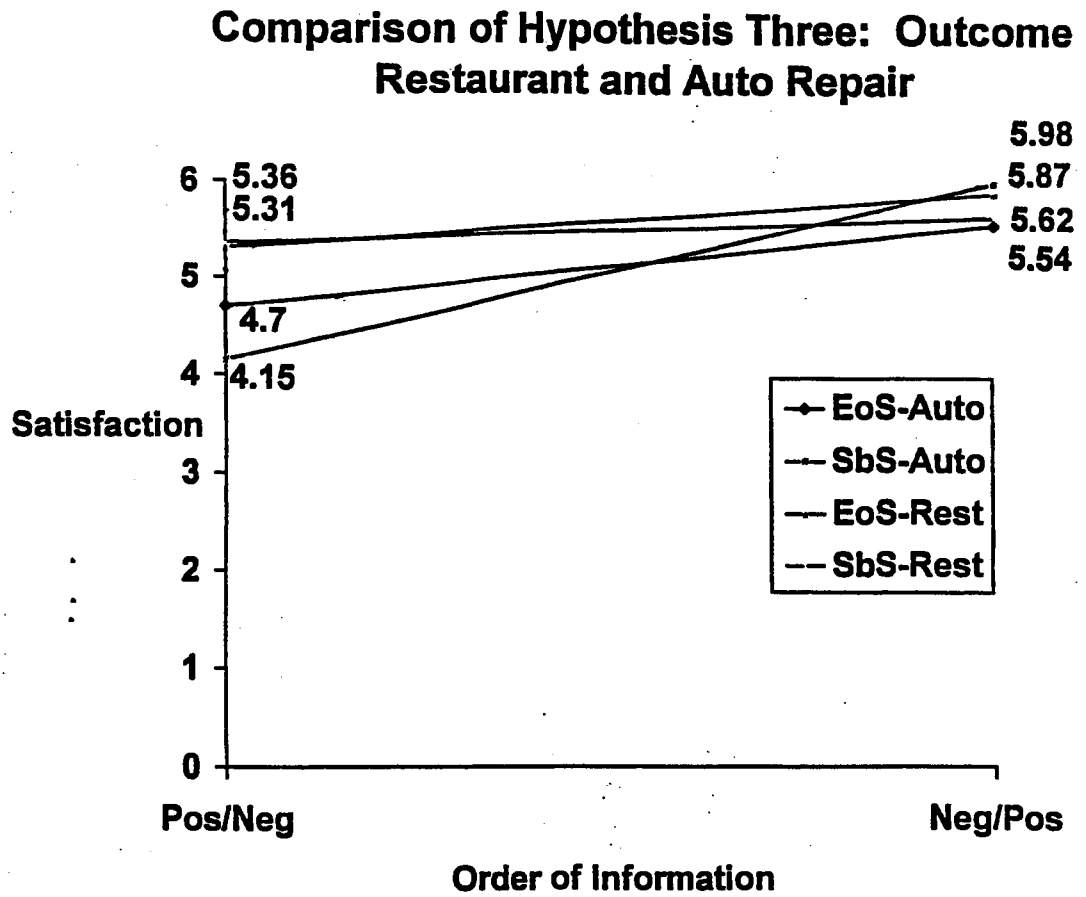
Comparison of Hypothesis Two: Experiential Restaurant and Auto Repair



effect in both response modes (although this effect was not significant). In the auto repair service, an interaction was found with the pattern of means for the EoS response mode similar to that of the restaurant. The SbS response mode differed significantly from that in the restaurant setting suggesting a recency effect as predicted. The overall pattern of means for the auto repair service did display an interaction with the SbS response mode tending toward a recency effect (although not significant) but no effect at all was found in the EoS response mode.

When comparing the results of Hypothesis Three in the RESTAURANT and AUTO REPAIR setting, one can also find some differences (See Figure 14). Both services had a significant main effect for ORDER OF INFORMATION and not for RESPONSE MODE. In both services, information presented in a NEGATIVE/POSITIVE order resulted in a significantly higher level of satisfaction (restaurant mean: 5.74, auto repair mean: 5.78) than did information presented in a POSITIVE/NEGATIVE order (restaurant mean: 5.34, auto repair mean: 4.41). The main effect for ORDER OF INFORMATION in the AUTO REPAIR service was superceded by a significant interaction between ORDER OF INFORMATION and RESPONSE MODE (F Value 4.72, $p < .0334$). Overall satisfaction levels are higher in the SbS response mode than EoS response mode when

FIGURE 14
COMPARISON OF AUTO REPAIR AND RESTAURANT: H3



information is presented in a NEGATIVE/POSITIVE order. Conversely, when information is presented in the POSITIVE/NEGATIVE order, EoS response mode yields a higher level of overall satisfaction.

The graphic portrayal of the means is similar for both services giving support for the predicted outcome bias. In the restaurant setting, evidence for a primacy effect was found in the EoS response mode but no effect was found in the SbS response mode. This would tend to suggest a primacy effect for the EoS response mode but not an outcome bias overall.

One speculation for the overall differences found between the two services in the hypotheses could be due to the differing nature of the services themselves. It is possible that the restaurant setting may be associated with more experiential type dimensions than the auto repair service. One could view dining out as more of a luxury or entertainment type of service; whereas, an auto repair service may have more outcome dimensions associated with it and may be viewed more as a necessity type of service. One could also speculate that it may be easier to manipulate experiential situations than outcome situations in some services. Given the services used in this study, a restaurant service may be easier to manipulate either

experiential or outcome dimensions than the auto repair service. Although one can manipulate various reasons or situations (experiential or outcome oriented) explaining why consumers may be going to these service organizations, the two services may appear to be more dissimilar than similar.

Future Research Possibilities

Based on the predictions of the Belief Adjustment Model and the findings of Marshall (1992), there are many future avenues to explore concerning order effects biases. Although support was found for some of the Hogarth and Einhorn Predictions, one may continue to explore this area within the SEE Model utilizing a field study rather than student subjects reading scenarios. A greater degree of control found in a lab study could possibly be replaced with a greater sense of realism found in a field study. Other possibilities include testing the same hypotheses in a wider range of service settings, utilizing both field and laboratory settings.

Other possibilities for future research exist. In an effort to test the entire model, the predictions of the SEE Model under "Long-Complex, Long-Simple, or Short-Complex" conditions could be tested.

IMPLICATIONS

The results of the present study suggest that order effects bias may in fact be pervasive in consumer evaluations of service encounters. Overall satisfaction evaluations may be influenced by the interaction of not only current situations (EXPERIENTIAL or OUTCOME), but also differing response modes and the order in which the information is presented to the consumer. The results of this study suggest that outcome situations may be more prone to the presence of an outcome bias, whereas experiential situations may be influenced by either a primacy or recency effect depending upon the type of response mode utilized.

The outcome bias, as well as a host of other judgmental heuristics and biases (e.g., representativeness, the availability heuristic, anchoring and adjustment, hindsight bias, framing error, the fundamental attribution error, and others) have only recently begun to be addressed within the domain of consumer decision making (c.f., Gentry, Mowen, and Tasaki 1991, Mowen and Gaeth 1992, Marshall, Mowen, and Fabes 1992, Mowen and Marshall 1992, Marshall 1993). Nevertheless, much work from the field of behavioral decision theory suggests that many of the kinds of decisions and evaluations made on a daily basis may be influenced or

even suboptimized by these judgmental biases (Hogarth 1987). Therefore, a key contribution of the present research is the new empirical evidence generated that, at least in one important domain of marketing decision making--consumer satisfaction evaluation-- behavioral decision theory concerning the presence and potential influence of order effects appear to have some support.

A key question one must now ask is 'Are consumer evaluations suboptimized by interjection of one or more of the judgmental biases into the satisfaction evaluation process?'. Within the context of consumer service encounter evaluations, the result of such biases may be an ineffective performance appraisal of the organization. For example, service providers may find themselves "empowered" to utilize their own decision making skills and creativity while providing a service, only to be evaluated at the end of the service encounter based overwhelmingly upon specific outcome or experiential results. Such an evaluation procedure would likely leave the service provider wondering why the evaluation doesn't seem to reflect certain efforts utilized in the empowerment philosophy.

One final implication concerns the role of judgmental biases in marketing ethics. If service providers know that their consumers will systematically overweight outcomes or

experiential aspects associated with the service, managers should not be surprised later when service providers turn to teleological (i.e., "the ends justify the means") approaches to service delivery ethics. This could cause service providers to merely concentrate on the more important aspects being evaluated in the service encounter as opposed to trying to deliver an "all around" high quality service experience. If service providers are convinced that, during a given service encounter, more recent information will be given substantially more weight by consumers in satisfaction evaluations than earlier information, service managers should not find it unusual that service providers orchestrate their selling and customer contact activities accordingly.

The other side of the argument takes a completely different approach to utilizing this type of customer information. Isn't it at the heart of the marketing concept to first discover what is important to the consumer and then deliver it? This would not suggest unethical behavior in the least. If one customer chooses to emphasize experiential aspects associated with a service more heavily than outcome oriented aspects, it would be considered more effective for the service provider to concentrate a greater amount of resources toward servicing those particular needs.

For the service provider to become more successful in delivering a service, the ability to identify which aspects (experiential or outcome) are most important to a consumer during any given visit could be a valuable skill. It would also benefit the service provider to know where to place a greater concentration of resources in an effort to gain greater control over the flow and order of information provided to the consumer.

This philosophy has both advantages and disadvantages that must be considered. It makes sense that in a world of limited resources it is wise to concentrate resources where they would be most effective. Unfortunately, such activities may suboptimize the use of company resources as a whole and compromise customer service and the building of long-term customer relationships. Organizations in which an outcome bias and an order effects bias dominate satisfaction evaluations may appear likely to experience difficulty in implementing a relational approach to selling. It is difficult to know whether the consumer would remember that the service provider was effectively adapting to meet the consumers current needs (experiential or outcome oriented) or conclude that an organization is only capable of providing a certain level of service. In other words, might a consumer who had recently visited a particular service

establishment utilizing an experiential orientation doubt whether or not that same establishment could fulfill a different set of needs based on an outcome orientation? Would the consumer conclude that the organization is flexible enough to adapt to individual consumer needs, or that the organization is proficient at providing quality service in either experiential or outcome situations (but not both)?

Clearly, the overall issue of order effects bias in consumer service encounter satisfaction evaluation processes deserves much more attention in the literature. From decisions about service delivery time to service quality levels, consumer evaluations are fraught with the potential for decision biases to intrude. In our profession, when evaluation processes are not understood, the results can be quite impactful, running the gamut from employee turnover to new product/service introduction fiascos. One common thread in such results is that large sums of money are frequently lost by the organization suffering from a poor understanding of the individual consumer and his/her needs.

It should be made clear that the author in no way suggests that service providers not cater to outcome or experiential situation criteria. Rather, the point is to

either change the consumer service encounter evaluation system in order to reduce the systematic introduction of judgmental biases or to train service providers to better recognize and serve the biases found.

LIMITATIONS

A key potential limitation of the research is that the subjects were drawn from a single university. This raises questions concerning generalizability of the results to a larger, more representative consumer population. For the purposes of this study, it was determined that the student subject population would in fact be an adequate sample. All the subjects have been consumers in a variety of service encounters. As a result, they should have been able to envision themselves in the given scenarios with little difficulty. The subject matter of all the scenarios used should have been somewhat familiar to the sample. The author is confident that the selection of single university student subject sample was appropriate and that the results can be generalized. Most individuals can readily recall experiences involving service delivery from a restaurant or an auto repair shop.

Another potential limitation of the present study is

based upon the research methodology and administration procedure used. Experiments conducted in a laboratory setting are not without their limitations. Key threats to this study include hypothesis guessing, lack of real interest in the study, and an inability to truly involve or draw the subject into the situation as outlined in the scenario. As suggested by Calder, Phillips, and Tybout (1981), carefully constructed cover stories and scenarios, and between-subjects designs were as two ways to reduce the potential for hypothesis guessing. Student subjects also took approximately 20 minutes to complete the experiment. This was about 5 minutes longer than anticipated to complete the study. Subjects appeared to take adequate time in reading the scenarios before answering the questions at the end. They also appeared to be giving their undivided attention to the task until they were finished.

On a number of dimensions the studies revealed exceptionally good measurement properties. The scenarios were designed after a series of pretests and were prepared to be as realistic and complete as possible to the subjects. The overall response rate was quite high with only one questionnaire determined to be unusable. The scores on the ECOLVAL measure provided additional evidence that the students believed the activities in the scenarios could actually happen to themselves. In all cases the manipulation checks gave

evidence of strong manipulations, and all indications were that the subjects understood the task they were asked to perform, took the task relatively seriously, and viewed it as realistic. Thus, as a whole the methodology selected appeared appropriate and the administration of the study successful.

SERVICE PROVIDER ACTION STEPS

Based upon the results of the present study, service providers are encouraged to take the following steps:

- 1) Invest in training of service providers to be able to identify and understand the gamut of potential order effects biases thought to influence the consumer satisfaction evaluation process. Through better understanding, greater attention can be given to either avoid or to better utilize the presence of these biases.
- 2) Invest in training of service providers to be better able to adapt to consumer needs and situations during any given service encounter. Understanding that a consumer's needs and focus may change from one visit to the next may aid the service provider in delivering a more effective level of service. A completely different allocation of resources may be necessary from one consumer to the next due to a difference in consumer situations. This allocation of

resources may be an effective aid in attempting to control for order of information given to the consumer. It may be beneficial to service providers should they sensitize themselves to the importance of considering the simultaneous existence of both experiential and outcome consumer situations within their current customer base.

SUMMARY

When reviewing the original research question, Do different service situations, response modes, and orders of positive/negative information influence consumer service encounter satisfaction evaluations?, one must conclude with a "yes" answer. The results of this study suggest that different service situations can influence the overall satisfaction evaluation. Satisfaction was found to be significantly higher in experiential situations than in outcome situations. In some cases, order of information and response mode was also found to influence satisfaction evaluation levels.

The results of this study may leave us with more questions than answers. Limited support was found for the different hypotheses both supporting and contradicting previous studies on similar topics. From the research

question, one can conclude that further testing is needed to more fully understand the nature of the relationships that exist between service encounter evaluations and consumer satisfaction. One may surmise that service situations, response modes, and different orders of information may in some cases influence consumer service encounter evaluations. The task is to more fully identify the underlying structures within those relationships. When this has been accomplished, the service provider can use this information as a type of "road map" used to deliver a tailored satisfactory experience to every consumer.

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APPENDIX A

Coding for the scenarios is as follows:

- * First letter (A or R) is for auto repair or restaurant.
- * Second letter (E or O) is for experiential or outcome.
- * Next three letters (EOS or SBS) are for end-of-sequence or step-by-step.
- * Last two letters (BG or GB) are for bad-good order of information or good-bad order of information.

(INSTRUCTIONS THAT WERE READ OUT LOUD TO SUBJECTS)

Hello, my name is Jeri Jones and I am a doctoral candidate in the marketing department here at OSU. I would appreciate your participation in a study I am working on. Your cooperation is strictly voluntary and will not have any effect on your class grade nor will you receive any extra credit for your participation.

The study requires that you do a little role playing by imagining yourself to be in the scenarios being passed out. Please answer the questions as honestly as you can as if you had just experienced the events in the scenario. The study will take about 5 to 10 minutes. Please do not sign the questionnaire or otherwise identify yourself. Thank you for your participation.

RESBSGB

Thank you for participating in this scenario development exercise. Please read the following scenario as if you were actually experiencing the following events. Your full participation is appreciated.

RESBSGB

SCENARIO: GOING TO A RESTAURANT FOR DINNER

Imagine that you and a date decide to go out for dinner. It is a special night for both of you, and you are really looking forward to the evening. Your main goal or purpose for the evening is to enjoy a quiet and relaxing night with your date where you will be pampered and attended to while dining. You decided to go to a particular restaurant that neither of you have been to before but were wanting to try. The restaurant has been in business for several years and has a good reputation. You have also heard some good comments about the place from some of your friends.

The restaurant is in a nice part of town and has an aesthetic quality from the outside. It looks like an old rustic style ranch house nestled back in some trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

You noticed that the restaurant appears to be moderately busy and there are a few people ahead of you waiting for a table. As you move further into the restaurant you are greeted by a smiling hostess and asked how many people will be in your party and your smoking preference.

You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decided to take a seat in the waiting area among some other guests. To your surprise, you waited less than 5 minutes when the hostess calls your name. You are then taken to your table.

Your waitress arrives quickly to your table. She introduces herself and asks how you are doing so far this evening. You reply

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED.....

As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, barbecue dishes, salads, and desserts all of which seemed competitively priced. You see a waiter pass by with the house specialty, a plate of BBQ ribs, on his tray and thought they looked mouth watering delicious. You make up your mind right then, that was the entree of choice for you! Your waitress returns to your table with your drinks and takes your dinner orders. Salads and hot bread are served and drinks are replenished regularly.

Shortly, your waitress returns to your table to inform you that the house has run out of BBQ ribs and that you will have to make another dinner selection. You quickly chose another entree from the menu. After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Your waitress asks how everything is so far and if she can bring you anything else. You reply...

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED....

Everything tasted as expected. Following dinner, your plates are cleared and you order dessert and an after dinner beverage. The rest of the evening goes as expected. You and your date relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is very reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low							High
	1	2	3	4	5	6	7

- 2) What quality level did you receive from this establishment?

Low			Average				High
	1	2	3	4	5	6	7

- 3) Please rate your overall level of satisfaction.

Not Satisfied				Somewhat			Very Satisfied
	1	2	3	4	5	6	7

- 4) I would recommend this place to a friend.

Strongly disagree				Somewhat			Strongly agree
	1	2	3	4	5	6	7

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely				Somewhat			Very likely
	1	2	3	4	5	6	7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?

Very long							Not long at all
	1	2	3	4	5	6	7

- 9) I found the amount of time spent waiting for a table to be...

Unacceptable				Somewhat			Acceptable
	1	2	3	4	5	6	7

- 10) How important is the waiting time to get a table when evaluating a restaurant?

Very important				Somewhat			Not important
	1	2	3	4	5	6	7

- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
Very dissatisfying Somewhat Very satisfying
1 2 3 4 5 6 7
- 13) How important is entree availability to you when evaluating a restaurant?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in a restaurant?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

RESBSBG

Thank you for participating in this scenario development exercise. Please read the following scenario as if you were actually experiencing the following events. Your full participation is appreciated.

RESBSBG

SCENARIO: GOING TO A RESTAURANT FOR DINNER

Imagine that you and a date decide to go out for dinner. It is a special night for both of you, and you are really looking forward to the evening. Your main goal or purpose for the evening is to enjoy a quiet and relaxing night with your date where you will be pampered and attended to while dining. You decided to go to a particular restaurant that neither of you have been to before but were wanting to try. The restaurant has been in business for several years and has a good reputation. You have also heard some good comments about the place from some of your friends.

The restaurant is in a nice part of town and has an aesthetic quality from the outside. It looks like an old rustic style ranch house nestled back in some trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

You noticed that the restaurant appears to be moderately busy and there are a few people ahead of you waiting for a table. As you move further into the restaurant you are greeted by a smiling hostess and asked how many people will be in your party and your smoking preference.

You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decided to take a seat in the waiting area among some other guests. To your surprise, you waited a full hour before the hostess calls your name. You are then taken to your table.

Your waitress arrives quickly to your table. She introduces herself and asks how you are doing so far this evening. You reply

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED....

As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, barbecue dishes, salads, and desserts all of which seemed competitively priced.

You see a waiter pass by with the house specialty, a plate of BBQ ribs, on his tray and thought they looked mouth watering delicious. You make up your mind right then, that was the entree of choice for you! Your waitress returns to your table with your drinks and takes your dinner orders. Salads and hot bread are served and drinks are replenished regularly.

After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Your waitress returns to your table and asks how everything is so far and if she can bring you anything else. You reply...

(Please indicate your evaluative comments thus far in the space provided below)

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DINNER CONTINUED....

Everything tastes as expected. Following dinner, your plates are cleared and you order dessert and an after dinner beverage. The rest of the evening goes as expected. You and your date relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is very reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low								High
	1	2	3	4	5	6	7	

- 2) What quality level did you receive from this establishment?

Low			Average				High
	1	2	3	4	5	6	7

- 3) Please rate your overall level of satisfaction.

Not Satisfied				Somewhat			Very Satisfied
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- 4) I would recommend this place to a friend.

Strongly disagree				Somewhat			Strongly agree
	1	2	3	4	5	6	7

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely				Somewhat			Very likely
	1	2	3	4	5	6	7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?

Very long							Not long at all
	1	2	3	4	5	6	7

- 9) I found the amount of time spent waiting for a table to be...

Unacceptable			Somewhat			Acceptable	
	1	2	3	4	5	6	7

- 10) How important is the waiting time to get a table when evaluating a restaurant?

Very important				Somewhat			Not important
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- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
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1 2 3 4 5 6 7
- 13) How important is entree availability to you when evaluating a restaurant?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 ____ 26-40 ____ 41-55 ____ 55 & over ____
- 4) Are you now, or have you ever worked in a restaurant?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

REEOSGB

Thank you for participating in this scenario
development exercise. Please read the
following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

REEOSGB

SCENARIO: GOING TO A RESTAURANT FOR DINNER

Imagine that you and a date decide to go out for dinner. It is a special night for both of you, and you are really looking forward to the evening. Your main goal or purpose for the evening is to enjoy a quiet and relaxing night with your date where you will be pampered and attended to while dining. You decided to go to a particular restaurant that neither of you have been to before but were wanting to try. The restaurant has been in business for several years and has a good reputation. You have also heard some good comments about the place from some of your friends.

The restaurant is in a nice part of town and has an aesthetic quality from the outside. It looks like an old rustic style ranch house nestled back in some trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

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You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decided to take a seat in the waiting area among some other guests. To your surprise, you waited less than 5 minutes when the hostess calls your name. You are then taken to your table.

Your waitress arrives quickly to your table and introduces herself. As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, barbecue dishes, salads, and desserts all of which seemed competitively priced. You see a waiter pass by with the house specialty, a plate of BBQ ribs, on his tray and thought they looked mouth watering delicious. You make up your mind right then, that was the entree of choice for you! Your waitress returns to your table with your drinks and takes your dinner orders. Salads and hot bread are served and drinks are replenished regularly.

Shortly, your waitress returns to your table to inform you that the house has run out of BBQ ribs and that you will have to make another dinner selection. You quickly chose another entree from the menu. After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Your waitress asks how everything is so far and if she can bring you anything else. You reply...

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RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low 1 2 3 4 5 6 7 High
- 2) What quality level did you receive from this establishment?
Low 1 2 3 Average 4 5 6 7 High
- 3) Please rate your overall level of satisfaction.
Not Satisfied 1 2 3 Somewhat 4 5 6 Very Satisfied 7
- 4) I would recommend this place to a friend.
Strongly disagree 1 2 3 Somewhat 4 5 6 Strongly agree 7
- 5) What is the likelihood that you would consider coming here again in the future?
Very unlikely 1 2 3 Somewhat 4 5 6 Very likely 7
- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?
Very long 1 2 3 4 5 6 7 Not long at all
- 9) I found the amount of time spent waiting for a table to be...
Unacceptable 1 2 3 Somewhat 4 5 6 Acceptable 7
- 10) How important is the waiting time to get a table when evaluating a restaurant?
Very important 1 2 3 Somewhat 4 5 6 Not important 7

- 11) Did you have to change your initial entree selection?
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- 12) When I have to change my dinner selection, I would describe
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 1 2 3 4 5 6 7
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- 4) Are you now, or have you ever worked in a restaurant?
 No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous
 scenarios could actually happen to you.
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 1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

REEOSBG

Thank you for participating in this scenario
development exercise. Please read the
following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

REEOSBG

SCENARIO: GOING TO A RESTAURANT FOR DINNER WITH A DATE

Imagine that you and a date decide to go out for dinner. It is a special night for both of you, and you are really looking forward to the evening. Your main goal or purpose for the evening is to enjoy a quiet and relaxing night with your date where you will be pampered and attended to while dining. You decided to go to a particular restaurant that neither of you have been to before but were wanting to try. The restaurant has been in business for several years and has a good reputation. You have also heard some good comments about the place from some of your friends.

The restaurant is in a nice part of town and has an aesthetic quality from the outside. It looks like an old rustic style ranch house nestled back in some trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

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You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decided to take a seat in the waiting area among some other guests. To your surprise, you waited a full hour before the hostess calls your name. You are then taken to your table.

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After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Everything tastes as expected. Following dinner, your plates are cleared and you order dessert and an after dinner beverage. The rest of the evening goes as expected. You and your date relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is very reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
 Low High
 1 2 3 4 5 6 7

- 2) What quality level did you receive from this establishment?
 Low Average High
 1 2 3 4 5 6 7

- 3) Please rate your overall level of satisfaction.
 Not Satisfied Somewhat Very Satisfied
 1 2 3 4 5 6 7

- 4) I would recommend this place to a friend.
 Strongly disagree Somewhat Strongly agree
 1 2 3 4 5 6 7

- 5) What is the likelihood that you would consider coming here again in the future?
 Very unlikely Somewhat Very likely
 1 2 3 4 5 6 7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?
 Very long Not long at all
 1 2 3 4 5 6 7

- 9) I found the amount of time spent waiting for a table to be...
 Unacceptable Somewhat Acceptable
 1 2 3 4 5 6 7

- 10) How important is the waiting time to get a table when evaluating a restaurant?
 Very important 1 2 3 Somewhat 4 5 Not important 6 7
- 11) Did you have to change your initial entree selection?
 Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
 Very dissatisfying 1 2 3 Somewhat 4 5 Very satisfying 6 7
- 13) How important is entree availability to you when evaluating a restaurant?
 Very important 1 2 3 Somewhat 4 5 Not important 6 7
- 14) In general, do you feel that you were well treated by this establishment?
 Treated very well 1 2 3 Somewhat 4 5 Not treated well 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
 Not realistic 1 2 3 Somewhat 4 5 Very realistic 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in a restaurant?
 No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
 Very unlikely 1 2 3 Somewhat 4 5 Very likely 6 7
- 6) What do you think was the purpose of this study?

ROSBSGB

Thank you for participating in this scenario development exercise. Please read the following scenario as if you were actually experiencing the following events. Your full participation is appreciated.

ROSBSGB

SCENARIO: GOING TO A RESTAURANT

Imagine that you and a friend decide to go out to dinner. On this particular night, you and your friend have a real craving for barbecue. Not only do you want barbecue tonight, but you want it from a specific restaurant! Substitutions will not be accepted tonight! Your goal or purpose for going out to dinner tonight is to satisfy the intense craving for BBQ that you are currently experiencing. The particular restaurant you want to go to has been in business for several years and has a reputation for the best barbecue ribs in town. You and your friend are really looking forward to great BBQ and your mouths water with anticipation just thinking about it.

The restaurant is in a nice part of town and has an inviting, casual look from the outside. It resembles an old rustic style ranch house nestled back in the trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

You notice that the restaurant appears to be moderately busy and there are a few people ahead of you waiting for a table. As you move further into the restaurant you are greeted by a smiling hostess and

asked how many people will be in your party and your smoking preference.

You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decide to take a seat in the waiting area among some other guests. To your surprise, you wait less than 5 minutes when the hostess calls your name. You are then taken to your table. Your waitress arrives quickly to your table. She introduces herself and asks how you are doing so far this evening. You reply

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED....

As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, house specialty BBQ dishes, salads and desserts, all of which seemed competitively priced. You see a waiter pass by with a plate of ribs on his tray and think they look mouth watering delicious. This reinforces your earlier decision to come here for ribs, that is the entree of choice for you! The waitress returns with your drinks and you are ready to make your dinner selections. You and your friend both order the house specialty, BBQ ribs! You have had the ribs here before and thought they were the best you had ever had. On this particular night you have a real craving for these ribs. Hungry, you wait with anticipation for the food to arrive. Salads and hot bread are served and drinks are replenished regularly.

Shortly, your waitress returns to your table to inform you that the house has run out of BBQ ribs and that you will have to make another dinner selection. You quickly chose another entree from the menu. After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you however, your craving for BBQ will not be fulfilled! Your waitress returns to your table and asks how everything is so far. You reply...

(Please indicate your evaluative comments thus far in the space provided below)

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DINNER CONTINUED....

Everything tastes as expected. Following dinner, your plates are cleared and you and your friend order dessert and an after dinner beverage. The rest of the evening goes as expected. You relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low 1 2 3 4 5 6 7 High
- 2) What quality level did you receive from this establishment?
Low 1 2 3 Average 4 5 6 High 7
- 3) Please rate your overall level of satisfaction.
Not Satisfied 1 2 3 Somewhat 4 5 6 Very Satisfied 7
- 4) I would recommend this place to a friend.
Strongly disagree 1 2 3 Somewhat 4 5 6 Strongly agree 7
- 5) What is the likelihood that you would consider coming here again in the future?
Very unlikely 1 2 3 Somewhat 4 5 6 Very likely 7
- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?
Very long 1 2 3 4 5 6 7 Not long at all
- 9) I found the amount of time spent waiting for a table to be...
Unacceptable 1 2 3 Somewhat 4 5 6 Acceptable 7
- 10) How important is the waiting time to get a table when evaluating a restaurant?
Very important 1 2 3 Somewhat 4 5 6 Not important 7

- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
Very dissatisfying Somewhat Very satisfying
1 2 3 4 5 6 7
- 13) How important is entree availability to you when evaluating a restaurant?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 ___ 26-40 ___ 41-55 ___ 55 & over ___
- 4) Are you now, or have you ever worked in a restaurant?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

ROSBSBG

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development exercise. Please read the
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experiencing the following events.
Your full participation is appreciated.

ROSBSBG

SCENARIO 2: GOING TO A RESTAURANT FOR BBQ

Imagine that you and a friend decide to go out to dinner. On this particular night, you and your friend have a real craving for barbecue. Not only do you want barbecue tonight, but you want it from a specific restaurant! Substitutions will not be accepted tonight! Your goal or purpose for going out to dinner tonight is to satisfy the intense craving for BBQ that you are currently experiencing. The particular restaurant you want to go to has been in business for several years and has a reputation for the best barbecue ribs in town. You and your friend are really looking forward to great BBQ and your mouths water with anticipation just thinking about it.

The restaurant is in a nice part of town and has an inviting, casual look from the outside. It resembles an old rustic style ranch house nestled back in the trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

You notice that the restaurant appears to be moderately busy and there are a few people ahead of you waiting for a table. As you move

further into the restaurant you are greeted by a smiling hostess and asked how many people will be in your party and your smoking preference. You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decide to take a seat in the waiting area among some other guests. To your surprise, you wait a full hour before the hostess calls your name. You are then taken to your table. Your waitress arrives quickly to your table. She introduces herself and asks how you are doing so far this evening. You reply

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED...

As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, house specialty BBQ dishes, salads and desserts, all of which seemed competitively priced. You see a waiter pass by with a plate of ribs on his tray and think they look mouth watering delicious. This reinforces your earlier decision to come here for ribs, that is the entree of choice for you! The waitress returns with your drinks and you are ready to make your dinner selections. You and your friend both order the house specialty, BBQ ribs! You have had the ribs here before and thought they were the best you had ever had. On this particular night you have a real craving for these ribs. Hungry, you wait with anticipation for the food to arrive. Salads and hot bread are served and drinks are replenished regularly.

After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Everything tastes as expected and your craving for BBQ has been fulfilled! Your waitress returns to your table and asks how everything is so far. You reply...

(Please indicate your evaluative comments thus far in the space provided below)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

DINNER CONTINUED....

Following dinner, your plates are cleared and you and your friend order dessert and an after dinner beverage. The rest of the evening goes as expected. You relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low 1 2 3 4 5 6 7 High
- 2) What quality level did you receive from this establishment?
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Not Satisfied 1 2 3 4 5 6 7 Somewhat Very Satisfied
- 4) I would recommend this place to a friend.
Strongly disagree 1 2 3 4 5 6 7 Somewhat Strongly agree
- 5) What is the likelihood that you would consider coming here again in the future?
Very unlikely 1 2 3 4 5 6 7 Somewhat Very likely
- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.
-
-
-
- 7) If anything, what would you describe as the outcome (result) of this service experience?
-
-
- 8) How long did you have to wait for a table?
Very long 1 2 3 4 5 6 7 Not long at all
- 9) I found the amount of time spent waiting for a table to be...
Unacceptable 1 2 3 4 5 6 7 Somewhat Acceptable
- 10) How important is the waiting time to get a table when evaluating a restaurant?
Very important 1 2 3 4 5 6 7 Somewhat Not important

- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
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GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 ___ 26-40 ___ 41-55 ___ 55 & over ___
- 4) Are you now, or have you ever worked in a restaurant?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
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- 6) What do you think was the purpose of this study?

ROEOSGB

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SCENARIO: GOING TO A RESTAURANT

Imagine that you and a friend decide to go out to dinner. On this particular night, you and your friend have a real craving for barbecue. Not only do you want barbecue tonight, but you want it from a specific restaurant! Substitutions will not be accepted tonight! Your goal or purpose for going out to dinner tonight is to satisfy the intense craving for BBQ that you are currently experiencing. The particular restaurant you want to go to has been in business for several years and has a reputation for the best barbecue ribs in town. You and your friend are really looking forward to great BBQ and your mouths water with anticipation just thinking about it.

The restaurant is in a nice part of town and has an inviting, casual look from the outside. It resembles an old rustic style ranch house nestled back in the trees in a woodsy part of town. As you approach the front door, you walk across a large covered porch looking out to a cozy outdoor patio.

Once inside you take note of the casual and inviting decor. The atmosphere is pleasant and features cozy tables offering a view of the trees and lawn outside. The casual wood furniture is comfortable and seems appropriate to the decor. Brass lanterns are hung from the walls gently illuminating wildlife paintings and other such artifacts one might expect to see hanging in a western ranch style home. Easy listening music playing softly in the back ground hid much of the restaurant noise and conversation but not so loud as to muffle the voices at your own table.

You notice that the restaurant appears to be moderately busy and there are a few people ahead of you waiting for a table. As you move further into the restaurant you are greeted by a smiling hostess and

asked how many people will be in your party and your smoking preference.

You give the hostess your name and are then informed that a table will be set for you and to please be seated in the waiting area until you are called. The hostess indicates that you should expect to wait 30 minutes before getting a table. You and your date decide to take a seat in the waiting area among some other guests. To your surprise, you wait less than 5 minutes when the hostess calls your name. You are then taken to your table. Your waitress arrives quickly to your table and introduces herself.

As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, house specialty BBQ dishes, salads and desserts, all of which seemed competitively priced. You see a waiter pass by with a plate of ribs on his tray and think they look mouth watering delicious. This reinforces your earlier decision to come here for ribs, that is the entree of choice for you! The waitress returns with your drinks and you are ready to make your dinner selections. You and your friend both order the house specialty, BBQ ribs! You have had the ribs here before and thought they were the best you had ever had. On this particular night you have a real craving for these ribs. Hungry, you wait with anticipation for the food to arrive. Salads and hot bread are served and drinks are replenished regularly.

Shortly, your waitress returns to your table to inform you that the house has run out of BBQ ribs and that you will have to make another dinner selection. You quickly chose another entree from the menu. After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Everything tastes as expected however, your craving for BBQ will not be fulfilled!

Following dinner, your plates are cleared and you and your friend

order dessert and an after dinner beverage. The rest of the evening goes as expected. You relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared, and the check is presented. The total bill is reasonable. The wait-person collects the money and returns shortly with your change. Along with your change, the waitress presents you with a comment card and asks you if you will please take a few moments to fill out the questionnaire.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low High
1 2 3 4 5 6 7

- 2) What quality level did you receive from this establishment?
Low Average High
1 2 3 4 5 6 7

- 3) Please rate your overall level of satisfaction.
Not Satisfied Somewhat Very Satisfied
1 2 3 4 5 6 7

- 4) I would recommend this place to a friend.
Strongly disagree Somewhat Strongly agree
1 2 3 4 5 6 7

- 5) What is the likelihood that you would consider coming here again in the future?
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How long did you have to wait for a table?
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- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
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- 13) How important is entree availability to you when evaluating a restaurant?
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1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 ___ 26-40 ___ 41-55 ___ 55 & over ___
- 4) Are you now, or have you ever worked in a restaurant?
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- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
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- 6) What do you think was the purpose of this study?

ROEOSBG

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SCENARIO 2: GOING TO A RESTAURANT FOR BBQ

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Your waitress arrives quickly to your table and introduces herself. As you glance at your menus, you see that the restaurant offers a nice variety of entrees, sandwiches, house specialty BBQ dishes, salads and desserts, all of which seemed competitively priced. You see a waiter pass by with a plate of ribs on his tray and think they look mouth watering delicious. This reinforces your earlier decision to come here for ribs, that is the entree of choice for you! The waitress returns with your drinks and you are ready to make your dinner selections. You and your friend both order the house specialty, BBQ ribs! You have had the ribs here before and thought they were the best you had ever had. On this particular night you have a real craving for these ribs. Hungry, you wait with anticipation for the food to arrive. Salads and hot bread are served and drinks are replenished regularly. After a brief period of time, your salad plates are cleared and your main entrees arrive. Plates bearing generous portions are placed before you. Everything tastes as expected and your craving for BBQ has been fulfilled!

Following dinner, your plates are cleared and you and your friend order dessert and an after dinner beverage. The rest of the evening goes as expected. You relax over a rich and creamy dessert and sip on your after dinner drinks. You enjoy good food, a pleasant atmosphere, and good conversation. After finishing dessert, the dishes are cleared,

and the check is presented. The total bill is reasonable. The wait-
person collects the money and returns shortly with your change. Along
with your change, the waitress presents you with a comment card and asks
you if you will please take a few moments to fill out the questionnaire.
(Please answer the following questions as if you really went through the
previous scenario and you are now filling out the comment card
concerning your restaurant experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts concerning your restaurant experience. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low 1 2 3 4 5 6 7 High
- 2) What quality level did you receive from this establishment?
Low 1 2 3 4 5 6 7 Average High
- 3) Please rate your overall level of satisfaction.
Not Satisfied 1 2 3 4 5 6 7 Somewhat Very Satisfied
- 4) I would recommend this place to a friend.
Strongly disagree 1 2 3 4 5 6 7 Somewhat Strongly agree
- 5) What is the likelihood that you would consider coming here again in the future?
Very unlikely 1 2 3 4 5 6 7 Somewhat Very likely
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- 7) If anything, what would you describe as the outcome (result) of this service experience?
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- 8) How long did you have to wait for a table?
Very long 1 2 3 4 5 6 7 Not long at all
- 9) I found the amount of time spent waiting for a table to be...
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- 10) How important is the waiting time to get a table when evaluating a restaurant?
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- 11) Did you have to change your initial entree selection?
Yes _____ No _____
- 12) When I have to change my dinner selection, I would describe it as ...
Very dissatisfying Somewhat Very satisfying
1 2 3 4 5 6 7
- 13) How important is entree availability to you when evaluating a restaurant?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 ____ 26-40 ____ 41-55 ____ 55 & over ____
- 4) Are you now, or have you ever worked in a restaurant?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

AESBSGB

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AESBSGB

SCENARIO: CAR RUNNING ROUGH

Imagine that you drive a small, domestic economy car which is serviced on a regular basis. The car is four years old and in good running condition. It has never needed any major repairs, nor has it been in any wrecks. You have always made a point of keeping up with regular maintenance schedules on the car such as oil changes, brake jobs, etc.

One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decide to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is

moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you are greeted by a pleasant young man. The employee is friendly and helpful while trying to assist you. You can not help but notice the man's refreshing attitude. He is not pushy, nor distracted and seems to take a genuine interest in you as a potentially satisfied customer. The man truly makes a good impression on you concerning the manner in which he deals with his customers.

About this time, one of the garage managers returns to the office area from outside. As he walks by you he says hello and asks how everything is going. You reply....

(Please indicate your evaluative comments thus far in the space provided below.)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After talking with the customer service representative and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone.

Since this is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

To your surprise, two days later the repair shop calls to inform you that your car is not ready and it will take another two days. Unfortunately, the repairs are running behind schedule and you have to be without your car for four full days.

At this time the receptionist on the phone asks if you have any evaluative comments regarding the service thus far. You reply...

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After the repairs are completed, you return to the garage and pay for the work. The cost is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low			Average				High
1	2	3	4	5	6	7	

- 2) What quality level did you receive from this establishment?

Low			Average				High
1	2	3	4	5	6	7	

- 3) Please rate your overall level of satisfaction.

Not Satisfied			Somewhat				Very Satisfied
1	2	3	4	5	6	7	

- 4) I would recommend this place to a friend.

Strongly disagree			Somewhat				Strongly agree
1	2	3	4	5	6	7	

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely			Somewhat				Very likely
1	2	3	4	5	6	7	

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How friendly was the customer service representative to you?

Very friendly							Very unfriendly
1	2	3	4	5	6	7	

- 9) I found the attitude of the customer service representative to be

Unacceptable							Acceptable
1	2	3	4	5	6	7	

- 10) How important is employee courtesy and friendliness to you when evaluating a garage?
 Very important Somewhat Not very important
 1 2 3 4 5 6 7
- 11) Did you have to wait longer for your car than anticipated?
 Yes _____ No _____
- 12) I found the amount of repair time taken to fix my car to be...
 Unacceptable. Somewhat Acceptable
 1 2 3 4 5 6 7
- 13) How important is the time taken to make repairs when evaluating a garage?
 Very important Somewhat Not important
 1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
 Treated very well Somewhat Not treated well
 1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
 Not realistic Somewhat Very realistic
 1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in an auto repair shop?
 No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
 Very unlikely Somewhat Very likely
 1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?
- _____
- _____
- _____

AEEOSGB

Thank you for participating in this scenario
development exercise. Please read the
following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

AEEOSGB

SCENARIO: CAR RUNNING ROUGH

Imagine that you drive a small, domestic economy car which is serviced on a regular basis. The car is four years old and in good running condition. It has never needed any major repairs, nor has it been in any wrecks. You have always made a point of keeping up with regular maintenance schedules on the car such as oil changes, brake jobs, etc.

One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decide to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is

moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you are greeted by a pleasant young man. The employee is friendly and helpful while trying to assist you. You can not help but notice the man's refreshing attitude. He is not pushy, nor distracted and seems to take a genuine interest in you as a potentially satisfied customer. The man truly makes a good impression on you concerning the manner in which he deals with his customers.

After talking with the customer service representative and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone.

Since this is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

To your surprise, two days later the repair shop calls to inform you that your car is not ready and it will take another two days. Unfortunately, the repairs are running behind schedule and you have to be without your car for four full days.

After the repairs are completed, you return to the garage and pay

for the work. The cost is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low		Average				High
1	2	3	4	5	6	7

- 2) What quality level did you receive from this establishment?

Low		Average				High
1	2	3	4	5	6	7

- 3) Please rate your overall level of satisfaction.

Not Satisfied		Somewhat				Very Satisfied
1	2	3	4	5	6	7

- 4) I would recommend this place to a friend.

Strongly disagree		Somewhat				Strongly agree
1	2	3	4	5	6	7

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely		Somewhat				Very likely
1	2	3	4	5	6	7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How friendly was the customer service representative to you?

Very friendly						Very unfriendly
1	2	3	4	5	6	7

- 9) I found the attitude of the customer service representative to be

Unacceptable						Acceptable
1	2	3	4	5	6	7

- 10) How important is employee courtesy and friendliness to you when evaluating a garage?

Very important			Somewhat			Not very important
1	2	3	4	5	6	7

AESBSBG

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development exercise. Please read the
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AESBSBG

SCENARIO: CAR RUNNING ROUGH

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One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decide to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is

moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you have to call for the attention of a young man. The employee is neither friendly or helpful while trying to assist you. You can not help but notice the man's lack of concern for you. He is pushy, distracted and seems to take no interest in you as a potentially satisfied customer. The man truly makes a bad impression on you concerning the manner in which he deals with his customers.

About this time, one of the garage managers returns to the office area from outside. As he walks by you he says hello and asks how everything is going. You reply....

(Please indicate your evaluative comments thus far in the space provided below.)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After talking with the customer service representative and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone.

Since this is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

To your surprise, the next day the repair shop calls to inform you that your car is fixed and can be picked up anytime. You are surprised at how fast the work has been done, especially for bringing the car in on such short notice late in the afternoon. Your car is fixed early and you do not have to be without your car for two full days.

At this time the receptionist on the phone asks if you have any evaluative comments regarding the service thus far. You reply...

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After the repairs are completed, you return to the garage and pay for the work. The cost is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.
Low Average High
1 2 3 4 5 6 7
- 2) What quality level did you receive from this establishment?
Low Average High
1 2 3 4 5 6 7
- 3) Please rate your overall level of satisfaction.
Not Satisfied Somewhat Very Satisfied
1 2 3 4 5 6 7
- 4) I would recommend this place to a friend.
Strongly disagree Somewhat Strongly agree
1 2 3 4 5 6 7
- 5) What is the likelihood that you would consider coming here again
in the future?
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) Please write down what specific factors you considered in making
your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of
this service experience?

- 8) How friendly was the customer service representative to you?
Very friendly Very unfriendly
1 2 3 4 5 6 7
- 9) I found the attitude of the customer service representative to be
Unacceptable Acceptable
1 2 3 4 5 6 7
- 10) How important is employee courtesy and friendliness to you when
evaluating a garage?
Very important Somewhat Not very important
1 2 3 4 5 6 7

- 11) Did you have to wait longer for your car than anticipated?
Yes _____ No _____
- 12) I found the amount of repair time taken to fix my car to be...
Unacceptable. Somewhat Acceptable
1 2 3 4 5 6 7
- 13) How important is the time taken to make repairs when evaluating a garage?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in an auto repair shop?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

AEEOSBG

Thank you for participating in this scenario
development exercise. Please read the
following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

AEEOSBG

SCENARIO: CAR RUNNING ROUGH

Imagine that you drive a small, domestic economy car which is serviced on a regular basis. The car is four years old and in good running condition. It has never needed any major repairs, nor has it been in any wrecks. You have always made a point of keeping up with regular maintenance schedules on the car such as oil changes, brake jobs, etc.

One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decide to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is moderately busy with a few cars in the garage, more parked outside, and

a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you have to call for the attention of a young man. The employee is neither friendly or helpful while trying to assist you. You can not help but notice the man's lack of concern for you. He is pushy, distracted and seems to take no interest in you as a potentially satisfied customer. The man truly makes a bad impression on you concerning the manner in which he deals with his customers.

After talking with the customer service representative and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone.

Since this is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

To your surprise, the next day the repair shop calls to inform you that your car is fixed and can be picked up anytime. You are surprised at how fast the work has been done, especially for bringing the car in on such short notice late in the afternoon. Your car is fixed early and you do not have to be without your car for two full days.

After the repairs are completed, you return to the garage and pay

for the work. The cost is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low	Average					High	
1	2	3	4	5	6	7	

- 2) What quality level did you receive from this establishment?

Low	Average					High	
1	2	3	4	5	6	7	

- 3) Please rate your overall level of satisfaction.

Not Satisfied	Somewhat					Very Satisfied	
1	2	3	4	5	6	7	

- 4) I would recommend this place to a friend.

Strongly disagree	Somewhat					Strongly agree	
1	2	3	4	5	6	7	

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely	Somewhat					Very likely	
1	2	3	4	5	6	7	

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How friendly was the customer service representative to you?

Very friendly						Very unfriendly	
1	2	3	4	5	6	7	

- 9) I found the attitude of the customer service representative to be

Unacceptable						Acceptable	
1	2	3	4	5	6	7	

- 10) How important is employee courtesy and friendliness to you when evaluating a garage?

Very important	Somewhat					Not very important	
1	2	3	4	5	6	7	

- 11) Did you have to wait longer for your car than anticipated?
Yes _____ No _____
- 12) I found the amount of repair time taken to fix my car to be...
Unacceptable. Somewhat Acceptable
1 2 3 4 5 6 7
- 13) How important is the time taken to make repairs when evaluating a garage?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in an auto repair shop?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

AOSBSGB

Thank you for participating in this scenario
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following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

AOSBSGB

SCENARIO: TAKING A TRIP IN YOUR CAR

Imagine that you drive a small, domestic economy car which is serviced on a regular basis. The car is four years old and in good running condition. It has never needed any major repairs, nor has it been in any wrecks. You have always made a point of keeping up with regular maintenance schedules on the car such as oil changes, brake jobs, etc.

One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. You are planning to drive and visit some friends in another town in a few days, so you think you had better get this problem taken care of immediately in order to make your trip. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decided to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well

organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you are greeted by a pleasant young man. The employee is friendly and helpful while trying to assist you. You can not help but notice the man's refreshing attitude. He was not pushy, nor distracted and seems to take a genuine interest in you as a potentially satisfied customer. The man truly makes a good impression upon you concerning the manner in which he dealt with his customers.

About this time one of the garage managers returns to the office area from outside. As he walks by you he says hello and asks how everything is going.

You reply...

(Please indicate your evaluative comments thus far in the space provided below.)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After talking with the customer service representative, and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone. You again stress to the customer service representative the urgency that you feel in having your car repaired in the estimated time frame as you need your car to take a trip in two days. If your car can not be repaired within two days, you will have to cancel your trip.

Since this car is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television playing with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

In two days, to your surprise, the garage calls to inform you that your car is not ready and it will take another two days to be repaired. Unfortunately the repairs are running behind schedule and you will have to be without your car for four full days. You will have to cancel your trip.

At this time the receptionist on the phone asks if you have any evaluative comments regarding the service thus far. You reply...

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After the repairs are completed, you return to the garage and pay for the work. The cost of repairs is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low		Average					High
1	2	3	4	5	6	7	

- 2) What quality level did you receive from this establishment?

Low		Average					High
1	2	3	4	5	6	7	

- 3) Please rate your overall level of satisfaction.

Not Satisfied		Somewhat					Very Satisfied
1	2	3	4	5	6	7	

- 4) I would recommend this place to a friend.

Strongly disagree		Somewhat					Strongly agree
1	2	3	4	5	6	7	

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely		Somewhat					Very likely
1	2	3	4	5	6	7	

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How friendly was the customer service representative to you?

Very friendly							Very unfriendly
1	2	3	4	5	6	7	

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1	2	3	4	5	6	7	

- 10) How important is employee courtesy and friendliness to you when evaluating a garage?

Very important			Somewhat				Not very important
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- 11) Did you have to wait longer for your car than anticipated?
 Yes _____ No _____
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 1 2 3 4 5 6 7
- 13) How important is the time taken to make repairs when evaluating a garage?
 Very important Somewhat Not important
 1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
 Treated very well Somewhat Not treated well
 1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
 Not realistic Somewhat Very realistic
 1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in an auto repair shop?
 No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
 Very unlikely Somewhat Very likely
 1 2 3 4 5 6 7
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AOSBSEB

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AOSBSBG

SCENARIO: TAKING A TRIP IN YOUR CAR

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One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. You are planning to drive and visit some friends in another town in a few days, so you think you had better get this problem taken care of immediately in order to make your trip. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decided to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely

landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a separate cashiers area, and customer waiting area. The place is moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approached the desk, you have to call for the attention of a young man. The employee is neither friendly or helpful while trying to assist you. You can not help but notice the man's lack of concern for you. He is pushy, distracted and seems to take no interest in you as a potentially satisfied customer. The man truly makes a bad impression upon you concerning the manner in which he deals with his customers.

About this time one of the garage managers returns to the office area from outside. As he walks by you he says hello and asks how everything is going.

You reply...

(Please indicate your evaluative comments thus far in the space provided below.)

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After talking with the customer service representative, and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone. You again stress to the customer service representative the urgency that you feel in having your car repaired in the estimated time frame as you need your car to take a trip in two days. If your car can not be repaired within two days, you will have to cancel your trip.

Since this car is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television playing with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

The next day, to your surprise, the repair shop calls to inform you that your car is fixed and can be picked up anytime. You are surprised at how fast the work has been done, especially for bringing the car in on such short notice late in the afternoon. Your car is fixed in plenty of time to take your trip and you do not have to be without your car for two full days.

At this time the receptionist on the phone asks if you have any evaluative comments regarding the service thus far. You reply...

STOP! DO NOT CONTINUE UNTIL YOU HAVE COMPLETED ALL OF YOUR EVALUATIVE COMMENTS FROM THE PREVIOUS PAGE.

Repair Service Continued...

After the repairs are completed, you return to the garage and pay for the work. The cost of repairs is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

- 1) Please rate your overall impression of this establishment.

Low	Average					High
1	2	3	4	5	6	7

- 2) What quality level did you receive from this establishment?

Low	Average					High
1	2	3	4	5	6	7

- 3) Please rate your overall level of satisfaction.

Not Satisfied	Somewhat					Very Satisfied
1	2	3	4	5	6	7

- 4) I would recommend this place to a friend.

Strongly disagree	Somewhat					Strongly agree
1	2	3	4	5	6	7

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely	Somewhat					Very likely
1	2	3	4	5	6	7

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

- 7) If anything, what would you describe as the outcome (result) of this service experience?

- 8) How friendly was the customer service representative to you?

Very friendly						Very unfriendly
1	2	3	4	5	6	7

- 9) I found the attitude of the customer service representative to be

Unacceptable						Acceptable
1	2	3	4	5	6	7

- 10) How important is employee courtesy and friendliness to you when evaluating a garage?

Very important	Somewhat					Not very important
1	2	3	4	5	6	7

- 11) Did you have to wait longer for your car than anticipated?
Yes _____ No _____
- 12) I found the amount of repair time taken to fix my car to be...
Unacceptable. Somewhat Acceptable
1 2 3 4 5 6 7
- 13) How important is the time taken to make repairs when evaluating a garage?
Very important Somewhat Not important
1 2 3 4 5 6 7
- 14) In general, do you feel that you were well treated by this establishment?
Treated very well Somewhat Not treated well
1 2 3 4 5 6 7

GENERAL INFORMATION ABOUT YOU

- 1) How realistic was this scenario?
Not realistic Somewhat Very realistic
1 2 3 4 5 6 7
- 2) Sex: Male _____ Female _____
- 3) Age: 17-25 _____ 26-40 _____ 41-55 _____ 55 & over _____
- 4) Are you now, or have you ever worked in an auto repair shop?
No _____ Yes _____
- 5) Rate the extent that the events you've read in the previous scenarios could actually happen to you.
Very unlikely Somewhat Very likely
1 2 3 4 5 6 7
- 6) What do you think was the purpose of this study?

AOEOSGB

Thank you for participating in this scenario
development exercise. Please read the
following scenario as if you were actually
experiencing the following events.
Your full participation is appreciated.

SCENARIO: TAKING A TRIP IN YOUR CAR

Imagine that you drive a small, domestic economy car which is serviced on a regular basis. The car is four years old and in good running condition. It has never needed any major repairs, nor has it been in any wrecks. You have always made a point of keeping up with regular maintenance schedules on the car such as oil changes, brake jobs, etc.

One day as you are driving to work, you notice that the car is running rough and is making a strange noise that you cannot identify. The car is still operational, however you decide that the car needs to be repaired before driving too much longer. You are planning to drive and visit some friends in another town in a few days, so you think you had better get this problem taken care of immediately in order to make your trip. After an initial investigation, you can not determine the exact cause of the problem, nor do you have the time, tools, or garage space necessary to try and fix it yourself. You decide that your best option is to take it to an auto mechanic to have it fixed.

You know of a garage not far from your house that is part of a large chain. You personally have never been there but it has a good reputation for being honest, fair priced, hiring qualified auto mechanics, and offering quick service. The garage is conveniently located and has convenient hours of operation. After an initial consultation over the phone, and a reasonable estimate, you decided to take your car in for repairs.

You schedule an appointment for yourself for that afternoon. Upon arrival, you notice that the parking area is well kept and nicely landscaped. Once inside, you notice that the garage is clean and well organized. There is a reception window just as you walk in and a

separate cashiers area, and customer waiting area. The place is moderately busy with a few cars in the garage, more parked outside, and a few customers waiting in the lobby area. You notice prices displayed for some of the minor periodic maintenance jobs and think to yourself that this garage seems competitively priced and even slightly cheaper than other competitors for some services.

As you approach the desk, you are greeted by a pleasant young man. The employee is friendly and helpful while trying to assist you. You can not help but notice the man's refreshing attitude. He was not pushy, nor distracted and seems to take a genuine interest in you as a potentially satisfied customer. The man truly makes a good impression upon you concerning the manner in which he dealt with his customers.

After talking with the customer service representative, and filling out the order form describing the nature of the problem, you are told the car will be ready in two days and that someone will be calling you to confirm when the car is repaired. You are given another cost estimate which is consistent with the information that you had been given earlier on the phone. You again stress to the customer service representative the urgency that you feel in having your car repaired in the estimated time frame as you need your car to take a trip in two days. If your car can not be repaired within two days, you will have to cancel your trip.

Since this car is your only form of transportation, you call a friend to come and get you. You are told you can wait in the customer waiting area. On one side of the waiting area there is a television playing with comfortable chairs and couches. There is also a wide variety of reading materials on the tables. On the other side of the customer waiting area is a snack area hosting a variety of vending machines. There is also a small table with complementary coffee and tea. Your friend picks you up and takes you home.

In two days, to your surprise, the garage calls to inform you that your car is not ready and it will take another two days to be repaired. Unfortunately the repairs are running behind schedule and you will have to be without your car for four full days. You will have to cancel your trip.

After the repairs are completed, you return to the garage and pay for the work. The cost of repairs is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

(Please answer the following questions as if you really went through the previous scenario and you are now filling out the comment card concerning your car repair experience.)

RESPONSE SHEET

Directions: Complete the following questions by circling the number that best represents your feelings and thoughts. CAUTION: Make sure you answer all the questions.

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- 4) I would recommend this place to a friend.

Strongly disagree	Somewhat					Strongly agree	
1	2	3	4	5	6	7	

- 5) What is the likelihood that you would consider coming here again in the future?

Very unlikely	Somewhat					Very likely	
1	2	3	4	5	6	7	

- 6) Please write down what specific factors you considered in making your overall evaluations of this establishment.

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Very friendly						Very unfriendly	
1	2	3	4	5	6	7	

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Unacceptable						Acceptable	
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Very important	Somewhat					Not very important	
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 Yes _____ No _____
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After the repairs are completed, you return to the garage and pay for the work. The cost of repairs is consistent with the estimate. You receive a receipt and an employee drives your car around to the front of the building. Several days later, you receive a customer satisfaction survey in the mail from the repair shop. It says that the garage is interested in knowing how satisfied you are with the service that you received, and if the car was fixed to your satisfaction.

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Low Average High
1 2 3 4 5 6 7

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1 2 3 4 5 6 7

- 3) Please rate your overall level of satisfaction.
Not Satisfied Somewhat Very Satisfied
1 2 3 4 5 6 7

- 4) I would recommend this place to a friend.
Strongly disagree Somewhat Strongly agree
1 2 3 4 5 6 7

- 5) What is the likelihood that you would consider coming here again
in the future?
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Unacceptable Acceptable
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1 2 3 4 5 6 7
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- 6) What do you think was the purpose of this study?

2
VITA

Jeri Lynn Jones

Candidate for the Degree of

Doctor of Philosophy

Thesis: AN EMPIRICAL STUDY OF SERVICE ENCOUNTER
EVALUATIONS, TIME, AND ORDER EFFECTS:
THE "SEE" MODEL

Major Field: Business Administration

Biographical:

Education: Graduated from St. Pius X High School, Albuquerque, New Mexico in May 1982; received Bachelor of Business Administration degree in General Management from University of New Mexico, Albuquerque, New Mexico in December 1986; received Master of Business Administration degree in Marketing from University of New Mexico, Albuquerque, New Mexico in May 1988. Completed the requirements for the Doctor of Philosophy degree with a major in Marketing at Oklahoma State University, Stillwater, Oklahoma in December 1995.

Experience: Employed by Oklahoma State University as a graduate teaching associate 1986 to 1992. Employed by Oklahoma City University as an adjunct faculty member from 1993 to 1994. Employed by Wilsey Meyer and Company, P.C., Certified Public Accounting Firm as a Marketing Director from 1994 to 1995. Employed by Oklahoma City University, Department of Marketing as an Assistant Professor, 1995 to present.

Professional Memberships: Member of the OSU Student Minority Organization, American Marketing Association, and Oklahoma City Chamber of Commerce.

OKLAHOMA STATE UNIVERSITY
INSTITUTIONAL REVIEW BOARD
HUMAN SUBJECTS REVIEW

Date: 02-08-95

IRB#: BU-95-017

Proposal Title: THE STUDY OF PRIMACY AND RECENCY EFFECTS ON POST-PURCHASE SATISFACTION EVALUATION PROCESS WITHIN SERVICE ENCOUNTERS

Principal Investigator(s): John C. Mowen, Jeri Lynn Jones

Reviewed and Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

APPROVAL STATUS SUBJECT TO REVIEW BY FULL INSTITUTIONAL REVIEW BOARD AT NEXT MEETING.

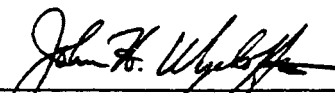
APPROVAL STATUS PERIOD VALID FOR ONE CALENDAR YEAR AFTER WHICH A CONTINUATION OR RENEWAL REQUEST IS REQUIRED TO BE SUBMITTED FOR BOARD APPROVAL.

ANY MODIFICATIONS TO APPROVED PROJECT MUST ALSO BE SUBMITTED FOR APPROVAL.

Comments, Modifications/Conditions for Approval or Reasons for Deferral or Disapproval are as follows:

Provisions received and approved.

Signature:



Chair of Institutional Review Board

Date: February 20, 1995