

# Building a Customer Satisfaction Information System for Intensified Strategy Development

Ja Yeoul Koo\*

—(Abstract)—

Previous models of consumer post-purchase evaluation behavior have treated customer satisfaction as a transaction-specific construct. In the present paper, a conceptual framework that describes customer satisfaction measurement as a process is developed. The framework explains customer satisfaction as a dynamic process encompassing five stages—search, interaction, experience, service, and longevity. It is proposed that organizations should develop information systems to measure customer satisfaction during all five of the stages and disseminate such information throughout the organization as part of their Total Quality Management efforts.

## I. Introduction

There is little argument that the companies that successfully compete in the marketplace are those that have adopted business approaches that include total quality management. The quest for a competitive advantage gained through superior product and service quality is "one of the most important strategic priorities confronting top management in all kinds of businesses"(Cravens, Holland, Lamb, and Moncrief 1988). The concept of total quality management(TQM) is a strategic approach to quality assurance. It implies that the entire company, at all levels and across all functional areas, is involved in the commitment to a customer-driven continuous improvement process. The importance of total quality management is becoming apparent in the field of marketing(Cravens, Holland, Lamb, and Moncrief 1988; Marshall and Miller 1991) and will become an integrated part of marketing strategy in years to come.

A variety of firms such as Xerox Corporation, Metropolitan Life, U.S.Sprint. American Express, and General Electric have adopted approaches to total quality management that have the customer as the focal point(Bailey 1990; Miller 1992).

---

\* Professor(full-time lecturer), College of Business Administration, Kyongju University

Many of these approaches include systems and procedures that are essential to TQM efforts. First, there is a systematic determination of customers' views of quality and how they match the company's capabilities and requirements. Second, realistic objectives for the delivery of quality products and service are established. Next, adherence to the established objectives is monitored. Fourth, responsibility and authority are granted to company personnel for achieving objectives. Finally, reward systems are linked to meeting quality objectives. These findings are characterized by a process of measuring quality perceptions, systematically setting organizational goals, and establishing systems that support the behavior necessary to improve customer satisfaction.

Companies using these TQM systems and procedures feel they can achieve multiple benefits by relying on strategies that increase customer satisfaction. First, they can differentiate their company's product and service offerings from competitors' offerings. Second, they can generate repeat business. Third, they can avoid the negative consequences of customer dissatisfaction. Fourth, and most importantly, they can create a "customer-driven" basis for sustainable competitive advantage.

For these TQM efforts to be successful, it is critical that the process of total quality management be ongoing. This is necessary because competitors are unlikely to ignore quality improvement initiatives by others when they discover that their quality has been matched or surpassed(Garvin 1988). This means that the need for improving product and service quality is a continuous process. And because the ultimate measure of the success of strategic quality management is customer satisfaction(Cravens, Hoolland, Lamb, and Moncrief 1988; Bailey 1990), it also means that this process must reflect an integrated approach to satisfaction measurement over time rather than a simple, one-time measurement of satisfaction.

The call for basing marketing decision making on consumer research is hardly new. Textbooks on consumer behavior research abound(e.g., Loudon and Delta Britta 1992; Mowen 1995) and market management texts routinely devote strong attention to consumer behavior issues(e.g., Kotler 1999). The predominant satisfaction model used by researchers in the field of marketing has been the disconfirmation paradigm. This paradigm has proven to be a valuable framework for measuring customer satisfaction. It indicates the dimensions of the consumers

are assumed to have expectations about product or service performance. The expectations serve as standards against which perceptions of actual performance of the product or service are judged (Oliver 1981; Woodruff, Cadotte, and Jenkins 1983). The difference, or gap, between expectations and perceptions of actual performance is a determinant of the level of satisfaction (Brown and Swartz 1989; Cadotte, Woodruff, Cadotte, and Jenkins 1987; Churchill and Surprenant 1982).

There has been many complex and comprehensive models of the consumer decision making process proposed (e.g., Engel, Blackwell, and Kollat 1993; Newman and Sheth 1998). These clearly indicate that consumer decision making includes search and evaluation processes that result in an accumulation of information. To date, however, process models of customer satisfaction have not been an integral part of the planning process for monitoring customer satisfaction. The disconfirmation paradigm typically has treated customer satisfaction as a transaction-specific construct (Bitner 1990; Oliver 1980; Parasuraman, Zeithal, and Berry 1988). In this paradigm customer satisfaction is treated as a static view based on an evaluation of an exchange transaction at appoint time. If the disconfirmation paradigm is singularly applied to customer satisfaction measurement, one trends to accept a critical assumption that misleads the manager. This assumption is that perceptions of performance and the associated expectations are stable from initial purchase, through repeated use and consumption.

Researchers know, however, that perceptions and expectations are not stable because they are influenced by many forces (Parasuraman, Berry, and Zeithaml 1991).

It is clear from the above discussion that the disconfirmation paradigm has not been linked to process models of consumer decision making. A customer's accumulation of information from repeated use or consumption of a product or service is not part of the traditional disconfirmation model. The influence of information accumulation on customer satisfaction has not been adequately addressed. Instead, researchers have studied customer satisfaction as a snapshot in time rather than a process over time. We suggest that because information gathered over time from repeated use and consumption is an important determinant of a customer's global satisfaction level, customer satisfaction measurement systems should be developed that span time and experience episodes. From this perspective, we offer a structure for measuring customer satisfaction that links the process of consumer decision making with the disconfirmation model.

One might suggest that the issue of customer satisfaction measurement is simply one of timing. If, however, customer satisfaction is not measured at different points during the repeated use or consumption of the product or service, the findings may be misleading. When customer satisfaction is measured too early in the process, the customers are asked to project how they think the product or service will meet their expectations: when customer satisfaction is measured too late, the customers are asked to recall how well the product or service met their expectations. These issues illustrate the problems of measuring customer satisfaction as discrete occurrences. This poses a key research question as to when customer satisfaction should be investigated. In other words, at what time or times should researchers and managers measure customer satisfaction.

The preceding discussion has at least two implications for the formation and implementation of marketing strategy. First, viewing customer satisfaction as a process of information accumulation over time increases its diagnostic value. It allows the marketer to quickly identify quality failures and to make changes to ensure that failure does not recur. Second, customer satisfaction monitoring systems must be designed to measure satisfaction delivered by functional areas throughout the organization such as those in product design, sales, shipping, and promotion. All of the aforementioned areas will influence customer satisfaction, directly or indirectly. Yet their influence will emerge over time.

Based on the perspective that customer satisfaction is a continuous process, this paper has two objectives. The first objective is to build a conceptual framework that reflects the process of customer satisfaction. The process is described in the context of an information flow sequence. The second objective is to illustrate how this framework can be used to enhance marketing strategy.

## II. The Process of Customer Satisfaction

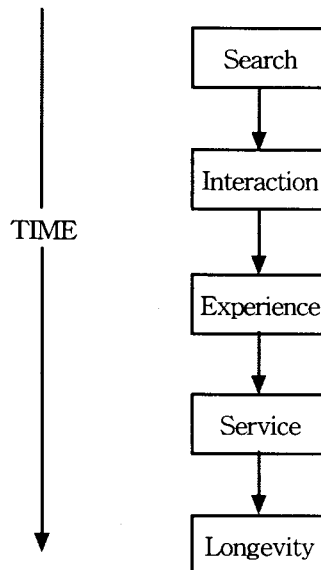
The traditional model of customer satisfaction measures discrete occurrences of satisfaction with a product or service. We suggest that a valid approach to customer satisfaction should focus on monitoring and measuring customer satisfaction over time based on accumulated knowledge concerning the product or service.

## 1. The Stages of Customer Satisfaction Development

Chakraborty(1991) examined the knowledge accumulation process. His research indicates that experiences with a product or service not equal in their ability to provide information to consumers. Rather, these experiences result in varying amounts of information about the product or service dependent on timing.

We argue that a framework encompassing the changing levels of customer satisfaction would be a useful contribution to the customer satisfaction literature. Therefore, we propose that there are five stages of satisfaction. These stages and their relationship over time are displayed in <Figure 1>.

<Figure 1> The Stages of Customer Satisfaction Development



The stages illustrate customer satisfaction development as a longitudinal process. The stages represent a flow of event that generally occur in the sequence listed. They are, however, overlapping and not perfectly sequential stage. During each of these events, consumers gather more information about the performance of a product or service that change both the expectations and perceptions' dimensions of satisfaction. Customers' perceptions of performance are a major concern of managers when measuring customer satisfaction. Nonetheless, customers enter the process with expectations established through exposure to advertisements, friends' comments or complaints. Consumer Reports' finding, etc. Expectations of performance

are important to managers because established expectations.

1) Search.

This stage is similar to Nelson's(1970) search procedure that explains how consumers obtain information about the quality or price of a prior to purchase. Customer directly obtain information about a product or service through inspection. Accumulated information for a product comes from tangible elements such as the price, feel, smell, color, and fit discovered during demonstrations and testing of the product prior to purchase(Zeithaml 1981). As described in <Table 1>, this stage is represented by the primary operating characteristics and secondary features ascertained through physical examination. Examples include the recording capabilities of a VCR and its aesthetic elements. This evidence directly adds information about the product to the consumer's knowledge.

Change over time as a customer gains experience with a product or service. As discussed below, both expectations and perceptions of performance are formed and changed during the stages of the customer satisfaction process. <Table 1> displays some descriptive examples of each of the stages for a representative product and service.

The search stage of satisfaction is not only characterized by the consumer's physical examination of a product's attributes but also by the examination of the physical surroundings and other tangible cues as might be attached to a service. Often with a service, a firm's physical facility and the appearance of the personnel act as surrogates to help customers determine the firm's capabilities(Bitner 1990). <Table 1> explains that external communication about a firm and the appearance of a firm's place of business provide information to consumers about a service.

2) Interaction.

Whether the object of purchase is a product or service, there is an exchange that takes place between the customer and the seller. This exchange, or interaction, is evaluated based on the attention to service given during the initial purchase. It is the evaluation of the reliability, responsiveness, assurance, and empathy displayed by the selling parties during the shopping and initial purchase process(Parasuraman, Zeithaml, and Berry 1988). Reliability refers to whether the selling party has the ability to dependency and accurately deliver on his or her promise. Responsiveness is the willingness to help customers and provide prompt

attention. Assurance is represented by customers' perceptions of the salespeople's knowledge, courtesy, and ability to inspire trust and confidence. Empathy is evaluated by the level of individualized and caring attention the firm provides its customers. Any or all of these factors are evaluated at satisfaction. As illustrated in <Table 1>, this stage characterized by interaction between a customer and a seller's representative(e.g., retail store sales clerk or hotel personnel).

<Table 1> Descriptive Examples of the Stages of Customer Satisfaction

Product Example: VCR				
Search	Interaction	Experiences	Service	Longevity
<ul style="list-style-type: none"> <li>• one-touch recording</li> <li>• layout of buttons</li> <li>• aesthetics of VCR unit</li> <li>• price</li> </ul>	<ul style="list-style-type: none"> <li>• retail salesperson's actions and communication during purchase situation</li> </ul>	<ul style="list-style-type: none"> <li>• ease of installation</li> <li>• ease of operation</li> <li>• clarity of operator's manual</li> </ul>	<ul style="list-style-type: none"> <li>• ease of repair</li> <li>• availability of repair</li> <li>• accessibility to repair</li> <li>• cost of repair</li> <li>• quality of repair</li> <li>• ease of exercising warranty</li> </ul>	<ul style="list-style-type: none"> <li>• product life span</li> <li>• technical intensifications such as video disk players</li> </ul>
Service Example: Hotel				
Search	Interaction	Experience	Service	Longevity
<ul style="list-style-type: none"> <li>• physical examination of brochures or other promotional items</li> <li>• word-of-mouth information about hotel</li> <li>• outside appearance of facility</li> <li>• price</li> <li>• appearance of lobby</li> </ul>	<ul style="list-style-type: none"> <li>• registration personnel's actions and communication during check-in</li> <li>• bell hop's attention to service while moving bags</li> </ul>	<ul style="list-style-type: none"> <li>• comfort of room</li> <li>• quality of food</li> <li>• speed and accuracy of room service</li> </ul>	<ul style="list-style-type: none"> <li>• response to special requests, e.g., for extra towels</li> <li>• response to complaint behavior, e.g., too hard of a bed</li> <li>• service recovery, e.g., when hot water heater breaks</li> </ul>	<ul style="list-style-type: none"> <li>• menu changes</li> <li>• fruit in hotel room</li> <li>• no smoking rooms</li> <li>• bed turned down at night with candy on the pillow</li> </ul>

3) Experience.

The experience stage of satisfaction is similar to the experience qualities explicated in the economics literature(Nelson 1970) and adopted by the marketing literature(e.g., Chakraborty 1991; Parasuraman, Zeithaml, and Berry 1985; Zeithaml 1981). Experience qualities are those that can be determined only after purchase or consumption(Nelson 1970). These include attributes such as ease of use, dependability, and wearability(Chakraborty 1991; Parasuraman, Zeithaml, and Berry 1985; Zeithaml 1981). This stage is characterized by product usage or consumption of a service. It can be evaluated based on a single or multiple visits or usage. The offering can be a durable or nondurable, a good or a service. <Table 1> describes elements that are discovered and evaluated during use or consumption. For example, evaluation of the ease of use of a VCR and the general comfort quality of a hotel would be part of the experience stage.

4) Service.

The service stage of satisfaction is an evaluation of how consistently and dependably a firm keeps its promise of service. It is analogous to Garvin's sixth dimension of quality- serviceability-"the speed, courtesy, competence, and ease of repair" (Garvin 1988 p. 57). Customers are concerned with how quickly their product can be repaired or service can be restored, the frequency with which repairs or service calls fails to fix the outstanding problem, and when problems are not immediately resolved, the efficiency and effectiveness of complaint-handling procedures and service recovery. These are the key components of the service stage of customer satisfaction. <Table 1> displays examples of items on which customers evaluate a product or service for this stage. In general, these are events that are evaluated after extended use or consumption of a product or service.

5) Longevity.

The final stage of satisfaction, longevity, is concerned with the benefit stream, that is, the time span within which satisfaction with the product or service will occur. Longevity poses a challenge for all types of goods and services.

For a durable product, longevity might be reflected in the life expectancy or durability. For these products, it might also include continual intensifications(e.g.,



new or improved accessories) that lead to continued use of that brand or upgrading. For service settings and nondurable products, longevity might be reflected in continual improvements including product design and service process intensifications, new package designs, and refreshing, new advertisements that result in repeat purchase. The seller must often provide continual intensifications to counter customers' boredom that can result in brand switching. Table 1 provides several examples of the longevity stage of satisfaction.

Throughout the information accumulation process, customer satisfaction undergoes change. Each stage results in an evaluation that influences future levels of customer satisfaction. Whenever a customer attains a level of satisfaction, this provides information for the formation of future expectations and perceptions of performance. Future evaluation of the product or service will be affected by the previous evaluations because of the information sequence and various stages of customer satisfaction. The next time the customer evaluates the product or service his or her expectations and perceptions may be different than previous times. It is important to recognize that measuring only one stage of customer satisfaction will produce misleading results.

The instability of expectations and perceptions associated with customer satisfaction is a fundamental premise upon which our framework is built. This instability leads to changing customer satisfaction levels over time. The purpose of our framework is to explain how and why as a transaction-specific one. Depending on when satisfaction is measured, the results will be different from one time to the next for the same customer. In addition, combining measures of satisfaction across customers who are at different stages of the information accumulation process can produce misleading results. The influence of information gathered over time on the level of an individual's satisfaction results in a dynamic process of customer satisfaction.

### III. The Satisfaction Information System and Strategy Intensification

The question arises as to the managerial benefits of the proposed conceptual framework. As has been observed, all too often measurement of customer satisfaction stops after the initial purchase of a product or service. Managers select

target markets, conduct research to identify the expectations of those markets, match existing or new products to these expectations, and attempt to attract the maximum number of consumers to try the product(Vavra 1992). Satisfaction is measured as an outcome of the purchase transaction rather than as a process of accumulating information and the resulting evaluation. The conceptual framework presented in this paper suggests that to develop a long term relationship with a customer, and to successfully implement a TQM process, it is important to monitor satisfaction in a consistent manner throughout the purchase process. Further, managers must create and implement strategies based on the data obtained from measuring the different stages of the customer satisfaction process. This means that not only is measurement of customer satisfaction critical, but more importantly, there must be feedback of the information into the strategy formulation process.

In concert with the concept of TQM, this measurement and feedback should be a process focused on continuous improvement. In order to successfully implement a strategy for increased customer satisfaction, managers must implement a system that provides information to the appropriate functional areas of the organization. This information system can then be used to develop a strategic market plan for sustained competitive advantage.

### 1. The Measurement and Feedback of Satisfaction Information

The five stage process of customer satisfaction provides a convenient framework for examining feedback. As <Table 2> illustrates, each of these stages offers information to the different functional areas within the organization. Examples of how a customer satisfaction system can be utilized by an organization are provided below.

#### 1) Strategy at the Search Stage.

For the search stage, it is important to measure customers' expectations. This is the time when managers discern the attributes important to customers and their expectations regarding experiences based on repeated use of the product or consumption of the service. Managers should not rely on their own assessment of customers' expectations because they often do not totally understand customers' priorities(Vavra 1992). Focus groups, personal interviews, and surveys can be used to measure customer expectations.

&lt;Table 2&gt; Examples of Customer Satisfaction Information System

Stages of Customer Satisfaction					
Functional Area	Search	Interaction	Experience	Service	Longevity
R&D	design product with operating characteristics and features to meet customer expectations	—	use feedback on actual performance to correct operating characteristics and features not meeting customer expectations	—	design product with appropriate technical and economic durability  design product or service intensifications to fight customer switching behavior
Advertising	develop promotional materials to performance meeting their expectations	develop promotional materials to highlight the organization's reliability, responsiveness, assurance, and empathy	develop promotional materials to provide customers with information about how product or service should perform	develop promotional materials to alert customers to willingness of organization to deliver on warranty promises and special requests	develop promotional materials to advertise durability and product or service intensifications
Sales Management	—	improve shopping and purchase process through training of personnel	—	—	—
Service Operations	design systems for support activities	improve purchase process through changes to service process	—	improve service recovery process	revise service process to include intensifications
Customer Service	—	—	—	improve warranty or repair process improve response process to special requests and complaints	—

Once this information is gathered it can be used by the research and development(R&D) and advertising departments and service operations in developing marketing strategies. R&D can use the information to ensure that the design of the product or service meets customers' expectations. Advertising can use the information to shape promotional strategies. Service operations can design systems for shipping, post-sale service, billing, and other support activities.

### 2) Strategy at the Interaction Stage.

For the interaction stage, it is important to measure customers' satisfaction with the personal contact between the customer and the sales force or service operations personnel. Customers' evaluations of the seller's reliability, responsiveness, assurance, and empathy during shopping and purchase interactions need to be assessed. This can be accomplished by measuring customers' evaluations of the shopping and purchase process immediately following the purchase of a product or service. Again, there are various methods for gathering information on customers' evaluations. Warranty registration cards and surveys are just two examples.

This information needs to go to the sales management and service operations groups in order to improve the purchase process. The information can be used to improve sales and service representatives' behavior during shopping and purchase situations. In addition, modifications can be made to the store design based on the findings. Advertising can use the information to develop promotion programs that highlight the organization's commitment to customer satisfaction during shopping and purchase situations.

### 3) Strategy at the Experience Stage.

To measure the experience stage of customer satisfaction, it is necessary to capture customers' evaluations of the use or consumption of the product or service. As mentioned earlier, experience evaluations of customer satisfaction can be based on single or multiple product uses or service encounters. At these times it is critical to ascertain what excites, delights, as well as disappoints customers. Customers must continually be asked about the performance of the product or service. Personal or telephone interviews, surveys, toll-free customer service access, and focus groups are just a few examples of methods for measuring the

experience stage of customer satisfaction.

This information is useful to several functional areas within the organization. R&D can use the information to determine if the actual performance of the product or service is meeting the expectations measured for the search stage of customer satisfaction. Advertising can use the information to develop advertisements designed to show customers how the product or service should be used and should perform.

#### 4) Strategy at the Service Stage.

To measure the service stage of customer satisfaction, it is important to gather evaluations from customers who have engaged in post-purchase service (e.g., warranty work, free maintenance checkups, complaining). Customer satisfaction measurement for the service stage is essential for determining customer loyalty and retention. Mail surveys or personal and telephone interviews are methods for gathering feedback information during the service stage.

Information obtained from measurement of the service stage of customer satisfaction can be used by service operations and customer service. In particular, the information can be used to improve the service recovery, repair, and warranty processes, as well as processes designed to respond to special requests and complaints. Again, the advertising department can use the information to develop promotional materials especially targeted at displaying the willingness of the organization to deliver on the promises it made.

#### 5) Strategy at the Longevity Stage.

The longevity stage of customer satisfaction also provides information regarding customer loyalty and retention. This is the time managers need to know what intensifications are necessary to keep customers from switching brands or service providers. The objective is to both lure new customers to purchase the product or service for the first time and to motivate existing customers to purchase the product or service again. To retain existing customers and lure new customers it is essential to establish programs to measure how satisfied customers are after repeated use or consumption of the product or service. In addition, it is useful to know what features or attributes most lead to customer satisfaction. Information can be gained from surveying customers as well as scanning the competitive

environment for ideas.

This information is useful to R&D because customers' expectations change over time. R&D needs to know the changes in expectations in order to incorporate these into product and service improvements. Service operations needs the information to revise the service process to provide service intensifications. Advertising can use the information to provide customers information about the durability and intensifications of the product or service.

#### IV. Conclusion

The conceptual framework offered in this paper suggests a method for measuring customer satisfaction in order to intensify marketing strategy. It is applicable to both goods and services, as well as consumer and industrial markets. The adoption of this framework for the measurement of customer satisfaction would allow managers to better satisfy their customers. By measuring customer satisfaction during each of the stages presented and providing the findings as feedback to the appropriate functional areas, managers would be able to influence customer satisfaction and in turn develop lasting relationships with customers.

Satisfaction monitoring of customers is important in order to maintain relationships and keep customers. Measuring and analyzing customer satisfaction at this level takes a commitment to long-term customer satisfaction and retention. Ideally, select groups of households or industrial customers could be studied through longitudinal methods. Customer satisfaction could be measured as the individuals in the selected groups move through the proposed stages. Longitudinal research methods, however, are expensive and time consuming and suffer from biases, drop out of respondents, and other problems. Additionally, such research may lead to too much attention to early adopters. Alternatively, cross-sectional studies could be conducted. Using these methods, careful attention must be given to classifying the individual households or industrial customers being studied within each separate stage. This would allow separate analysis of each stage in the satisfaction process. For both longitudinal and cross-sectional methods, analyses within groups and between groups may provide information that cannot be obtained when combining customers disregarding their level of experience with

the product or service.

A variety of firms have adopted methods for measuring customer satisfaction on a continual basis. For example, Rolls-Royce Motor Cars sends personalized questionnaires to customers within fourteen days after purchase, six months after ownership, and at various other times to gather information for a specific purpose. Marriott Hotels has implemented its Guest Satisfaction Index program. This program gathers information through in-room suggestion cards. Satisfaction after the stay is measured by comment cards at checkout or through telephone interviews later. Marriott guest services managers are responsible for taking action on any issues raised a concern of the action taken by Marriott(Vavra 1992). Ryder Leasing surveys one-fourth of their existing industrial customers every quarter. This system ensures that all customers are surveyed once a year, every year. The feedback obtained from the process is supplied to the leasing agents with personal action taken to remedy problems voiced by customers. These are just a few examples of when and how to measure customer satisfaction. What is important is that companies establish a customer satisfaction information system that fits their specific needs.

The study of customer satisfaction based on repeated use or consumption over time may isolate where problems and opportunities for improvement lie. Managers should attempt to ensure that each repeated use or consumption of their product or service is positive for the customer. They must be concerned not only with the outcome of discrete transactions, but also with the process of information accumulation leading to customer satisfaction or dissatisfaction.

## References

- Bailey, Earl L.(1990), "Highlights," *Creating Customer Satisfaction Research Report*, No. 944, New York: The Conference Board.
- Bendall, Dawn, and Thomas L. Powers (1995), "Cultivating Loyal Patients," *Journal of Health Care Marketing*, 15, Winter, 50-53.
- Bitner, Mary Jo(1990), "Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses," *Journal of Marketing*, 54(April), 69-82.
- Brown, Stephen W., and Teresa A. Swartz(1989), "A Gap Analysis of Professional

- Service Quality," *Journal of Marketing*, 53(April), 92-98.
- Cadotte, Earnest, Robert Woodruff, and Roger Jenkins(1987), "Expectations and Norms in Models of Customer Satisfaction," *Journal of Marketing Research*, 24(April), 305-314.
- Chakraborty, Goutam(1991), "The Joint Effect of Advertising and Product Experience: An Empirical Investigation at the Product Attribute Level," Ph. D. Dissertation, University of Iowa.
- Churchill, Gilbert A., and Carol Suprenant(1982), "An Investigation Into the Determinants of Customer Satisfaction," *Journal of Marketing Research*, 19, 491-504.
- Cravens, David W., Charles W. Holland, Charles W. Lamb, Jr., William C. Moncrief, III (1988), "Marketing's Role in Product and Service Quality," *Industrial Marketing Management*, 17, 285-304.
- Cronin, J. Joseph, Jr, and Steven A. Taylor(1994) "SERVPERF versus SERVQUAL : Reconclng Performance - Bases and Perceptions - Minus - Expectations Measurement of Service Quality," *Journal of Marketing*, January, 125-131.
- Engel, James F., Roger D. Blackwell, and David T. Kollat(1993), *Consumer Behavior*, New York: The Dryden Press.
- Garvin, David A.(1988), *Managing Quality: The Strategic & Competitive Edge*, New York: The Free Press.
- Howard, John A., and Jagdish N. Sheth(1969), *The Theory of Consumer Behavior*, New York: Wiley.
- Hocutt, Mary Ann, Goutam Chakraborty, and John C. Mowen(1997), "The Impact of Perceived Justice on Customer Satisfaction and Intention to Complain in a Service Recovery," *Advances in Consumer Research*, 24, 457-463.
- Hoffman, K. Douglas, Scott W. Kelley, and Holly M. Rotalsky(1995), "Tracking Service Failures and Employee Recovery Effort," *Journal of Service Marketing*, 9 (2), 49-61.
- Kotler, Philip(1991), *Marketing Management*, 7th edition, Englewood Cliffs, NJ: Prentice-Hall.
- Loudon, David L., and Albert J. Della Britta(1992), *Consumer Behavior: Concepts and Application*, New York: McGraw-Hill Companies.
- Marshall, Greg W., and Stephen J. Miller(1991), "Does the Domain of Marketing Include Internal Customers Within the Total Quality Management Movement?,"



*American Marketing Association Summer Educators' Conference.*

- Miller, Cyndee(1992), "Top Firms Learn There's More Than One Way to Satisfy Customers," *Marketing News*, 26(April 13), 11.
- Mowen, John C.(1995), *Consumer Behavior*, 4th edition, Englewood Cliffs, NJ: Prentice Hall.
- Nelson, Philip(1970), "Information and Consumer Behavior," *Journal of Political Economy*, 78(March/April), 311-329.
- Oliver, Richard L.(1981), "Measurement and Evaluation of Satisfaction Processes in Retail Settings," *Journal of Retailing*, 57(Fall), 25-47.
- Newman, Bruce I, and Jagdish N. Sheth(1998), *Customer Behavior*, Harcourt College Publishers.
- Oliver, Richard L.(1980), "A Cognitive Model of the Antecedents and Consequences of Satisfaction Decisions," *Journal of Marketing Research*, 17(November), 460-469.
- Parasuraman, A., Leonard L. Berry, and Valarie A. Zeithaml(1991), "Understanding Customer Expectations of Service," *Sloan Management Review*, 32(Spring), 3, 39-48.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry(1988), "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality," *Journal of Retailing*, 64(1), 12-40.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry(1985), "A Conceptual Model of Service Quality and Its Implications for Future Research," *Journal of Marketing*, 49(Fall), 41-50.
- Parasuraman, A., Valarie A. Zeithaml, and Leonard L. Berry(1994), "Reassessment of Expectations as a Comparison Standard in Measuring Service Quality: Implication for Future Research," *Journal of Marketing*, January, 111-124.
- Ping, Robert A., Jr.(1993), "The Effects of Satisfaction and Structural Constraints on Retailer Existing, Voice, Loyalty, Opportunism and Neglect," *Journal of Retailing*, 69(3), 320-352.
- Rose L. Johnson, Michael Tsiros, and Richard A. Lancioni(1995) "Measuring Service Quality: A Systems Approach," *Journal of Service Marketing*, 9 (5).
- Spreng, R. A., and Olshavsky R. W.(1992), "A Desire-as-Standard Model of Consumer Satisfaction: Implications for Measuring Satisfaction," *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 5, 45-54.

- Teas, R. Kenneth(1993) "Expectation, Performance Evaluation, and Consumers' Perceptions of Quality," *Journal of Marketing*, October, 18-34.
- Teas, R. Kenneth(1994) "Expectations as a Comparison Standard in Measuring Service Quality: An Assessment of a Reassessment," *Journal of Marketing*, January, 132-139.
- Vavra, Terry G.(1992), *Aftermarketing: How to Keep Customers for Life Through Relationship Marketing*, Homewood, IL: Business One Irwin.
- Weun, Seungoo(1997), "Service Failure and Service Recovery: Impacts on New Customer Relationships, Ph. D. Dissertation, The University of Alabama.
- Westbrook, R. A., and Reilly, M. D.(1983), "Value-Percept Disparity: An Alternative to the Disconfirmation of Expectations Theory of Customer Satisfaction," In R. P. Bagozzi, and A. M. Tybout (Eds.), *Advances in Consumer Research* (256-261), Ann Arbor, MI: Association for Consumer Research.
- Woodruff, Robert B., Ernest R. Cadotte, and Roger L. Jenkins(1983), "Modeling Consumer Satisfaction Processes Using Experience-Based Norms," *Journal of Marketing Research*, 20(August), 296-304.
- Zeithaml, Valarie A.(1982) "Consumer Response to In-Store Price Information Environments," *Journal of Consumer Research*, March, 357-369.
- Zeithaml, Valarie A.(1981), "How Consumer Evaluation Processes Differ Between Goods and Services," in *Marketing of Services*, James H. Donnelly and William R. George, eds., Chicago: American Marketing Association, 186-190.
- Zeithaml, V. A., A. Parasuraman, and Leonard L. Berry(1985) " Problems and Strategies in Services Marketing," *Journal of Marketing*, Spring, 33-44.
- Zeithaml, V. A., A. Parasuraman, and Leonard L. Berry(1988) "Communication and Control Process in the Delivery of Service Quality," *Journal of Marketing*, April, 35-48.