

# CONTENTS

List of Tables	xv
List of Figures	xvii
Preface	xxi
<b>1. Introduction: What Is Satisfaction?</b>	<b>3</b>
Why Study Satisfaction in a Consumer Context?	4
The Consumer's Perspective	4
The Firm's Perspective	5
The Industry Perspective	5
The Societal Perspective	5
A Diversity of Satisfaction Definitions	6
Satisfaction: A Formal Definition	8
What About Dissatisfaction?	8
Vertical and Horizontal Distinctions	9
Vertical Distinctions	10
Horizontal Distinctions	10
Do Firms Agree on Satisfaction as a Corporate Goal?	11
Consumer Satisfaction Compared to Satisfaction in Other Domains	12
Satisfaction Compared to Related Concepts	13
A First-Time Consumer	14
Repeat Purchasing, Consumption, or Patronization	15
A Note on the "Nonprocessing" of Satisfaction	15
The Structure of This Book	16
The Essentials of the Satisfaction Response	16
Comparison Operators	18
Integrative Psychological Processes	19
Consequences of Satisfaction	21
Glossary	21
Notes	23
Bibliography	24
<b>PART I. BASIC SATISFACTION MECHANISMS</b>	<b>27</b>
<b>2. The Performance of Attributes, Features, and Dimensions</b>	<b>29</b>
Traditional Satisfaction Analysis	29

Descriptive Statistics	30
Importance-Performance Analysis	31
Regression Analysis	33
A Fundamental Shortcoming of Performance Analysis	35
Determining and Measuring Feature Performance	36
Satisfaction Drivers Versus Choice Criteria	36
Levels of Feature Abstraction	39
What Features?	40
Consumer-Generated Lists	44
Scaling Performance	46
Feature or Attribute Importance	50
Alternative Measures of Importance for Satisfaction	52
Importance-Performance Analysis Revisited	53
Conclusion	55
Notes	55
Bibliography	57
<b>3. Expectations and Related Comparative Standards</b>	<b>61</b>
What Is an Expectation?	63
More on Varieties of Expectations and Performance Referents	64
Anticipations as Expectations: Affective Expectations	64
Expectations of What?	65
Expectation Referents Categorized by Level of Desire	66
Referents Categorized by Level of Abstraction	69
Referents Categorized by Focal Comparison Object	72
An Applied Example	73
The “Best” of the Expectation-Based Comparative Referents	74
Sources of Referents and Reasons for the Level of Abstraction	75
External Sources	76
Internal Sources	77
Measuring Expectations: How and When	79
Predictive Expectations	79
Examples of Measures	80
Measuring Ideal, Should, and Desired Expectations	81
Practical Issues in the Measurement of Multiple Standards	81
Measuring Expectations After the Fact: Retrospective Expectations	82
Updating Expectations During Consumption	83
The Function of Expectations in Satisfaction Formation	84
Expectations as Assimilation Agents	84
Expectations as Contrast Agents	86
Conclusion	86
Notes	86
Bibliography	89
<b>4. The Expectancy Disconfirmation Model of Satisfaction</b>	<b>96</b>
Discrepancy Models of Satisfaction	96
The Consumer Behavior Approach	97

Shortcomings of Assimilation Versus Contrast Interpretations	98
Disconfirmation Elaborated	99
Objective Versus Subjective Disconfirmation	101
Predicting Satisfaction: Calculated or Subjective Disconfirmation?	104
Expectations and Disconfirmation as Proxies for Assimilation and Contrast	105
What Does This Imply for Managerial Strategy?	107
The Role of Confirmation	107
The Role of Extremes of Disconfirmation	109
Surprise and Disconfirmation in the Consumption Response	110
The Relative Influences of Expectation or Disconfirmation: When Would One Dominate the Other?	112
When Expectations Dominate	112
When Disconfirmation Dominates	115
Conditions Favoring Strong Disconfirmation Effects	116
Evidence for the Expectancy Disconfirmation Model	117
Performance Influences in the Expectancy Disconfirmation Model	118
Model Variations	120
Sample Versus Individual Influences	121
Other Disconfirmable Comparative Referents	121
Conclusion	126
Notes	127
Bibliography	130
<b>PART II. ALTERNATIVE AND SUPPLEMENTARY COMPARATIVE OPERATORS</b>	<b>135</b>
<b>5. Need Fulfillment in a Consumer Satisfaction Context</b>	<b>137</b>
Basics of Need	137
Restoration and Enhancement	137
Reinforcement	138
Needs in the Satisfaction Process	140
Two Popular Need Satisfaction Models	142
Marketing Efforts to Apply Two-Factor Theory	147
Need Gratification Theory Elaborated	148
A Consumer Perspective on Need Satisfaction Theory	148
Descriptive and Correlational Data	150
The Kano Approach to Satisfiers and Dissatisfiers	152
Practical Implications of the Need Satisfaction Perspective	155
Application Implications	155
Measurement and Analysis	155
Conclusion	158
Notes	158
Bibliography	160
<b>6. Quality: The Object of Desire</b>	<b>162</b>
Technological Referents: The Historical Approach	162
Technical Comparisons	163

Consumer Perceptions of Quality	164
Quality Abstractions From the Consumer's Perspective	165
Single-Stimulus Definitions	165
Dual-Stimulus Definitions	167
Ideals as the Quality Standard	168
Use of Excellence as the Quality Standard: SERVQUAL Revisited	169
Quality Response Functions	171
Are Importances Useful in a Quality Model?	172
Measuring Quality as an Encounter or Global Concept	173
Quality Measurement at the Encounter Level	173
Quality Measurement at the Global Level	173
Quality and Satisfaction: Similarities and Differences	175
Conceptual Differences	175
Distinguishing Short-Term and Long-Term Quality and Satisfaction Effects	178
Tests of Frameworks Linking Quality and Satisfaction	180
An "Encounter Quality Influences Satisfaction" Model	181
Satisfaction-Specific and Quality-Specific Attributes	181
The Model	182
Affective Quality: New Directions for Services	184
Conclusion	185
Notes	185
Bibliography	187
<b>7. The Many Varieties of Value in the Consumption Experience</b>	<b>190</b>
Axiology: The Study of Values	190
Self-Oriented Values	191
Other-Oriented Values	191
Renditions of Value as Pre- and Postconsumption Events	192
Single-Stimulus Definitions of Value in Consumption	192
Dual-Stimulus Definitions of Value in Consumption	195
Proposed and Actual Model Tests Containing Quality and Value:	
What Can Be Learned?	197
Value as a Satisfaction-Like Postpurchase Comparison	198
What, Now, Is Value?	198
What, Now Is the Role of Value in Satisfaction (or Vice Versa)?	200
Measuring Consumer Values	202
What of Value in Marketing Strategy?	203
Conclusion	204
Notes	204
Bibliography	206
<b>8. Equity: How Consumers Interpret Fairness</b>	<b>211</b>
Equity: What It Is	211
A Mathematical Representation of Equity and Its Problems	212
"Positive" Inequity	214
The Effect of Differing Roles	214
The Role of Equity in Consumer Satisfaction	215

Person-to-Person Comparisons	215
Person-to-Merchant Comparisons	217
Consequences of Inequity	218
Historical Versus Contemporary Interpretations of Equity Influences	218
Nonintervening Frameworks	218
Intervening Approaches	220
Additional Topics in Consumer Equity	224
Distributive Versus Procedural and Interactional Fairness	224
Does Equity Work in Parallel With Disconfirmation?	226
Equity Sensitivity: Who and How Many Are Affected?	229
Conclusion	229
Notes	230
Bibliography	232
<b>9. Regret and Hindsight: What Might Have Been and What I Knew Would Be</b>	<b>237</b>
The Comparative Nature of Regret and Hindsight	237
Hindsight and Regret Categorized by Perceived Responsibility	238
Regret	239
Sources of Referents for the Occurrence of Regret	241
Positive Regret: Clarifying Rejoicing	243
Common Alternative Negative Correlates of Regret	244
A Priori Consideration of Regret	244
Joint Operation of Regret and Disconfirmation	246
Determinants of Regret	246
Evidence for the Consequences of Regret	250
Regret as an Initiator of Self-Protection	251
Hindsight Bias	251
Moderating Conditions and Causes	252
Evidence in a Marketing Context	253
Conclusion	253
Notes	254
Bibliography	256
<b>PART III. SATISFACTION PROCESSES AND MECHANISMS</b>	<b>261</b>
<b>10. Cognitive Dissonance: Fears of What the Future Will Bring (and a Few Hopes)</b>	<b>263</b>
Decision-Making Stages	264
Four Phases of Consumption	264
Purchase Phase Stresses	266
Dissonance: The Concept	267
Causes	267
What Dissonance Is	270
How Can Consumers Stand It?	270
Dissonance: The Evidence	271
Dissonance-Inducing Factors	272
Dissonance Reduction Strategies	274
Examples of Consumer Dissonance Induction and Reduction	278

Proposed Relations Between Dissonance and Satisfaction	279
Beta and Gamma Phase Effects	279
Delta Phase Effects	281
Measuring Dissonance in the Satisfaction Process	281
Conclusion	283
Notes	284
Bibliography	285
<b>11. Attribution in the Satisfaction Response: Why Did It Happen?</b>	<b>290</b>
The Origins of Attribution Theory	291
Actors and Observers	291
Causes and Reasons	292
Attributions to the Person or Situation	293
Biases and “Errors of Judgment” in Attribution	293
The Weiner Framework	295
The Three Dimensions	295
Consumer Interpretations	296
Postpurchase Marketing Examples	298
Locus of Causality	298
Controllability	299
Stability	299
The Causal Basis for Attributions	300
The Role of Disconfirmation	300
The Model	302
Attribution-Dependent Affect	303
Attribution Measurement	304
Qualitative Measures	304
Standard Scales	305
Conclusion	306
Notes	307
Bibliography	309
<b>12. Emotional Expression in the Satisfaction Response</b>	<b>314</b>
Emotion and Its Origin	315
The Brain and Emotion	316
Emotion, Affect, and Mood	317
The Structure of “Universal” Emotions	318
Emotions as Discrete Affects	318
Affect as a Two-Dimensional Construct	318
Emotion as a Blend of Affects	320
Evidence for Satisfaction in Emotion Frameworks	320
Measuring Affect in Satisfaction Contexts	323
Identifying Consumption Emotions	323
Bipolar Versus Unipolar Scales in Emotion Measurement	325
Intensity Versus Frequency	325
Studies of Consumer Emotion	327
Origins of Consumer Emotion	327

Emotion and Satisfaction in Consumption	327
Preconsumption Emotion Effects	329
Affects During Transient and Extended Consumption	330
Emotions as Satisfaction Outcomes	333
Cognitive Determinants of Emotion	334
Cognitive Appraisal Revisited	334
Two-Appraisal Models	335
Affects Resulting From Cognitive Appraisal	335
Where Is Satisfaction?	338
Inductive Approaches	338
Insights in the Postpurchase Literature	339
Appraisal-Based Consumption Emotions	339
The Tertiary Phase: Action Tendencies	340
Conclusion	341
Notes	342
Bibliography	345
<b>13. The Processing of Consumption</b>	<b>352</b>
A Response Mode Approach to Consumption	352
The Dilemma for Management	353
Satisfaction in a Classification Context	353
Satisfaction in an Appraisal Context Revisited	354
A Formal Appraisal Model for the Satisfaction Response	355
The Favorable Outcome Sequence	356
The Unfavorable Outcome Sequence	357
The Unexpected Outcome Sequence	358
The Success and Failure Attribution Sequences	359
Adding the Appraisal Framework to the Expectancy Disconfirmation Model	360
Satisfaction Prototypes	360
Proposed Categories of Consumption Response Orientation	364
Summary of the Model	367
A Test of the Model	367
The Study	368
Response Mode Profiles	370
Processing Profiles	371
Emotional Linkages	373
Other Proposed Satisfaction States	376
Conclusion	378
Notes	379
Bibliography	380
<b>PART IV. SATISFACTION'S CONSEQUENCES: WHAT HAPPENS NEXT?</b>	<b>383</b>
<b>14. After Satisfaction: The Short-Run Consequences</b>	<b>385</b>
What Do Consumers Do?	386
Nonresponse Following Successful Consumption	386
Nonresponse Following Unsuccessful Consumption	386

A Complaint Process Model	389
Complaint Handling Within the Expectancy Disconfirmation Model	392
Indirect Evidence for the Complaining Framework	393
More Problems of Overgenerosity	395
The Case of Unknown Complaint Expectations	396
Other Consumer Responses	397
Firm Strategies: Promoting Complaints and Encouraging Compliments	397
Encouraging Complaints	397
What About Compliments?	399
Integrated Psychological Processes: Attribution, Equity, and Appraisal	399
Consumer Dissatisfaction Profiles	402
Nontheoretic Frameworks	402
The Hirschman “Exit, Voice, and Loyalty” Theoretical Framework	403
Consumer Dissatisfaction Studies Using the Hirschman Framework	404
Word of Mouth: Current Interpretations	404
Determinants	405
Company WOM Responses and Strategies	407
Measuring the Short-Term Consequences	408
Primary Postpurchase Variables	408
Secondary Satisfaction	409
Conclusion	410
Notes	410
Bibliography	415
<b>15. Loyalty and Financial Impact: Long-Term Effects of Satisfaction</b>	<b>424</b>
The Development of Loyalty: A Framework	425
Intentions and Behavior: Historical Perspective as Relating to Loyalty	428
Intention as a Proxy for Loyalty	429
Behavior as a Proxy for Loyalty	430
A Definition of Loyalty	432
The Phases of Loyalty Elaborated	433
Cognitive Loyalty	433
Affective Loyalty	433
Cognitive Loyalty	434
Action Loyalty	434
Tests of the Phases	434
Obstacles to Loyalty	436
Consumer Idiosyncrasies	436
Switching Incentives	437
Interpersonal Loyalty: Additional Effects in Services	440
Loyalty Patterns	440
Three Loyalty Categorizations	441
Loyalty Programs	442
Philosophy and Evidence	442
Excess Returns to Loyalty	444
New Perspectives on Loyalty Generation and Maintenance:	
Consumption Communities	445



Dimensions of the Framework	445
Self-Isolation as a Sustainer of Loyalty	446
The Social Organization: The Village	448
Individual and Social Integration: Fully Bonded Loyalty	449
The Relation Between Satisfaction and Loyalty	450
Is Brand Loyalty an Anachronism?	452
Measuring Loyalty	453
Basic Loyalty Scales: Staying and Switching	453
The Social Support of the Community	455
The Translation of Loyalty Into Profits	455
The Big Picture: Satisfaction Matters	456
How Satisfaction Indirectly Influences Profits	457
Market Share and Shareholder Wealth	458
Conclusion	459
Notes	460
Bibliography	465
Name Index	479
Subject Index	503
About the Author	519

## LIST OF TABLES

1.1	Vertical and Horizontal Views of Satisfaction	9
2.1	Choice Versus Satisfaction Influences: High-End Workstation Purchasing	38
3.1	Hypothetical Expectation Set for a Family Shopping for a New Home	73
4.1	<i>Categories of Disconfirmation Related to Experiential States of Nature</i>	100
4.2	Consumers With Identical Outcomes and Different Satisfactions	103
4.3	Tabular Results Cross-Classified by Expectation and Disconfirmation Levels	107
4.4	Separate Disconfirmation Effects of Benefits and Problems	122
4.5	Possible Expectancy Disconfirmation Model Outcomes	126
5.1	Sample Kano Evaluation Table	153
5.2	Hypothetical Kano Summary Table	153
6.1	Single-Stimulus Definitions of Quality	166
6.2	Conceptual Differences Between Quality and Satisfaction	176
8.1	Conceptual Differences Between Equity and Disconfirmation	227
9.1	Common Regret-Associated Negative Emotions and Their Different States	246
10.1	Purchase Decision Phases and Corresponding Elements of Uncertainty	266
11.1	Biased Attributions to Self and Other Under Different Outcome Conditions	294
11.2	The Weiner Attribution Framework	296
11.3	Typical Locus Attributions Under Success and Failure	304
12.1	The Plutchik Conical Circumplex	321
12.2	Selected Items From the Self-Report Affect Circumplex With a Focus on Consumption	328
12.3	Selected Appraisal Dimensions and Emotional Labels	337
13.1	Characteristics of the Proposed Response Modes	364
13.2	Factor Analysis Findings for the Response Modes	369
13.3	Cluster Z-Score Means on the Response Mode Scales	370
13.4	Factor Analysis Findings for the Processing Modes	372
13.5	Cluster Means on the Processing Scales	373
13.6	Cluster Means on the Emotion and Satisfaction Measures	374
13.7	The Consumption Satisfaction Scale	378
14.1	Costs and Redress Returns for Three Common Warranties	391
14.2	Satisfaction Scores in the Complaining Letter Study	394
14.3	Complaint Settlement Breakeven Values	396
15.1	Multibrand Loyalty Categories	432
15.2	Loyalty Phases With Corresponding Vulnerabilities	438
15.3	Four Loyalty Strategies	446

## LIST OF FIGURES

1.1	Variants of “Satisfaction”	7
1.2	Domains of Satisfaction Based on Episodic Frequency	13
1.3	The Satisfaction Process	17
1.4	<i>The Comparison Operators</i>	19
2.1	A Satisfaction-Performance Scatterplot	31
2.2	Importance-Performance Grids Showing Interpretive Regions	32
2.3	The Common “Performance Causes Satisfaction” Model Showing Correlated Features	34
2.4	The “Performance <i>Dimension</i> Causes Satisfaction” Model	34
2.5	Choice Criteria Versus Satisfaction Drivers	37
2.6	The “Rings” Model of Product and Service Attributes	41
2.7	The Dimensionality of the SERVQUAL Instrument	44
2.8	A Means-End Hierarchy for Fruit Juice	45
2.9	Distributions of Satisfaction Scores for “Poor,” “Good,” and “Excellent” Results	50
2.10	Alternative Importance-Performance Grids	53
3.1	Operation of Expectations at the Macro Level	62
3.2	Expectations According to Level of Desirability With Descriptive Ranges	68
3.3	The Oliver and Winer Expectation Framework	70
3.4	Operation of Expectations Under Adaptation	85
4.1	A Simplified Expectancy Disconfirmation Framework	105
4.2	Operation of an Indifference Zone in Expectancy Disconfirmation	108
4.3	Operation of Expectancy Disconfirmation Under Strong Expectation and Weak Disconfirmation Effects	114
4.4	Operation of Expectancy Disconfirmation Under Weak Expectation and Strong Disconfirmation Effects	115
4.5	The Complete Expectancy Disconfirmation With Performance Model	120
4.6	Dimension- or Attribute-Specific Operation of the Expectancy Disconfirmation Model	125
5.1	The Reinforcements	139
5.2	Operation of Needs in Satisfaction and Motivation	141
5.3	Overlap in the Herzberg Two-Factor Framework	146
5.4	Operation of Three Need Categories on Overall Satisfaction/Dissatisfaction	150
5.5	Kano-Based Satisfaction/Dissatisfaction Indices	154
5.6	Satisfier/Dissatisfier Potentials by Product Feature: Ski Example	154

5.7	Likely Scatterplots Corresponding to Various Need Fulfillment Response Functions	157
6.1	Technical Excellence Quality Comparatives	164
6.2	Relationship Between Attribute Performance and Attribute Quality Under Three Ideal-Point Assumptions	172
6.3	Asymmetrical Reciprocal Influences Between Quality and Satisfaction at the Encounter and Global Levels	179
6.4	An Encounter-Specific Quality and Satisfaction Model	183
7.1	Six Representations of Satisfaction and Value	199
7.2	Nomological Net of Value Concepts in Consumption	203
8.1	Two Representations of Inequity Influences	219
8.2	The Oliver and Swan Consumer Equity Findings	223
8.3	Equity Model Showing the Dimensions of Fairness	226
9.1	Comparison Operations Under Regret and Hindsight	238
9.2	Responsibility as a Moderator of Regret and Hindsight	240
9.3	Regret, Hindsight, and Associated Negative Effects on Satisfaction (With Disconfirmation)	245
10.1	Future Apprehensions During Consumption	267
10.2	Consonance and Dissonance Structures	268
10.3	Consonance/Dissonance Structures for Complex Products	269
10.4	Operation of Dissonance Reduction Techniques	275
10.5	Operation of Dissonance in the Expectancy Disconfirmation Process	280
11.1	The Disconfirmation-Attribution Affect Sequence	303
12.1	Graphical Portrayal of Emotion Substates and Substages	316
12.2	Illustration of Brain Structures	317
12.3	The Affect Circumplex	319
12.4	Synthesis of Affect Circumplex Models Containing Satisfaction and Dissatisfaction	322
12.5	Affects in Richins's CES Superimposed on the Affect Circumplex	324
12.6	The Mano and Oliver Hedonic Versus Utilitarian Framework	330
12.7	The Attribute Satisfaction Model	331
12.8	An Extended Two- or Three-Appraisal Model	336
13.1	A Typical Appraisal Sequence for Satisfaction	355
13.2	General Framework of the Appraisal Model With the Favorable Expectation Emotion Sequence	356
13.3	The Appraisal Model With the Unfavorable Expectation Emotion Sequence	358
13.4	The Appraisal Model With the Unexpected Outcome Sequence	359
13.5	The Attribution Appraisal Overlay for Success	361
13.6	The Attribution Appraisal Overlay for Failure	362
13.7	The General Consumption Processing Model	363
13.8	The Consumption Processing Reinforcements	363
13.9	Outline of the Consumption Mode Framework	368
14.1	The Complaining Decision: Economic Model	388
14.2	The Complaining Decision: Behavioral Model	389
14.3	Graphical Representation of a Consumer's Dissatisfaction Deficit, Redress Expectations, and Effect of the Firm's Response on Redress Deficit	390

14.4	The Expectancy Disconfirmation Model as Applied to Complaint Handling	392
14.5	Postsatisfaction Processes	402
15.1	The Cycle of Satisfaction-Based Loyalty	426
15.2	Six Representations of Satisfaction and Loyalty	451
15.3	Direct Effects on Profitability and Related Firm Performance Criteria by the Components of the Satisfaction Sequence	458