FUTURE DIRECTIONS IN CONSUMER SATISFACTION, DISSATISFACTION AND COMPLAINING BEHAVIOR: SO MUCH MORE TO COME

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ABSTRACT

This article is a companion piece to Moshe Davidow's "crystal ball" look at research in the field over the next 25 years. Here the focus is put on the shorter term and suggests multiple lines of research that are within reach today and the near future. These lines were culled from the published articles of the Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior (*JCS/D&CB*) between the years of 2005-2010.

INTRODUCTION

This piece is designed to accompany the article being written by Moshe Davidow on "The Next 25 Years." His longer term prognostications married to these current ideas should provide researchers with plenty of stimulation for new research.

This anniversary edition of the *JCS/D&CB* is a fine forum to ask whether we have reached the end. Are we "getting answers?" Have we done all that is interesting and relevant to practitioners?

A conversation with Keith Hunt some two years ago instigated this line of thought. When asked whether there was anything more that Keith wished he had done in the field, he responded that no, he had done everything he wanted to. He expressed some concern that the disconfirmation paradigm on which much satisfaction research rests is inherently flawed and until we could articulate and test an alternative theory *sans* the flaw, little more could be accomplished in the field. Keith pointed to the fact that a greasy hamburger at the student cafeteria may be "satisfactory" since it was largely what was expected at that venue, but a wonderful meal at a favorite restaurant may not be as highly judged because although the soup was served at the proper temperature, the ingredients tasted fresh, and the seasoning was just perfect, still there were fewer clams than expected in the chowder. That the greasy burger is clearly inferior to tasty clam chowder is undeniable, but one would be satisfied with the burger and dissatisfied with the chowder despite the evident quality of the two items.

Virtually every researcher in satisfaction has noted this flaw at one time or another. The disconfirmation paradigm is still in use and is still flawed. No new, compelling theory has risen to date; but some new analysis techniques are being brought to bear and these may eventually overcome the problem [for example, see the recent CS/D&CCB Conference Proceedings article by Taylor and Ishida, et. al., 2012]. Furthermore, the old theory of employee satisfaction, posited by Herzberg (1959) which suggests that there are hygiene factors and satisfiers, has found an audience in the customer satisfaction literature and will likely bear additional fruit in the future.

The very good news is that there is much more to learn as judged by a survey of the published articles of *JCS/D&CB.* The articles between the years 2005-2010 were reviewed with an eye to future directions for research. The vast majority of the research directions presented in the current paper emerged from the articles and most of the directions were suggested by the authors themselves. One of the great (if underutilized) strengths of the academy is our insistence that authors look to the future even as they report on their current research. Of the 37 articles scanned, only one failed to give any specific directions for future research. At the other end of the spectrum are the articles that provided lengthy writing on future directions with suggestions that would keep a team busy for years. For example, see Taylor, Hunter and Longfellow (2006) for a treasure-trove of research ideas.

The current endeavor made no attempt to be comprehensive in mining the literature surveyed to uncover every possible additional avenue of inquiry. Some suggestions were too difficult to explain without reviewing the article itself in greater detail than this endeavor warranted.

One method to structure this piece centered on the creation of a taxonomy of research directions that would be mutually exclusive and collectively exhaustive. After some not inconsiderable time and effort it became clear that this goal was easier stated than accomplished. Although less elegantly organized than originally envisioned, a sensible classification was devised around conceptual/empirical, replication and generalizability, longitudinal vs. snapshot, sample changes, expanded use of new methodologies, changing measures, price, policy research, managerial directions, and cross-cultural studies.

Conceptual/Empirical

Those researchers who produce conceptual papers often call for empirical support of the concepts developed. Thota and Wright (2006) for example investigated whether consumers hold grudges and practice avoidance forever once a service failure occurs. Their method utilized a Markov Chain Model of the decay of grudgeholding and avoidance attitudes and subsequently called for empirical testing of the model of attitude change thus generated. Salegna and Goodwin (2005) proposed a model of loyalty as a multidimensional construct composed of affect, behavior, and cognition. Empirical research to test the model and the interrelationships was suggested. Modeling followed by empirical testing is a very natural progression on the research path.

The opposite sometimes occurs in that empiricists point to the need for conceptual development. For example, Taylor et al. (2006) in "Testing an Expanded Attitude Model of Goal-Directed Behavior in a Loyalty Context" queried the roles independently and synergistically among desires, perceived behavioral content and/or intention in terms of motivational content. In their empirical article on "Consumer Complaining Behavior in Developing Countries: The Case of Brazil" Von der Heyde Fernandes and dos Santos (2007) pointed out that the place of attributions and emotions in the context of the consumer complaint behavior model requires more clarity. Juhl, Thorgersen and Poulsen (2006) reported on an empirical study on the question "Is the Propensity to Complain Increasing over Time?" In this study they questioned the link between dissatisfaction and complaint behavior (a rather obvious yet unsettled conceptual question) and suggested that a move toward a more comprehensive model of complaint may include attitudinal, normative, personal and situational as well as control variables. Bassi and Guido (2006) reported in "Measuring Customer Satisfaction: From Product Performance to Consumption Experience" an empirical study that noted the need to add a measure of customer involvement or emotional involvement in all the stages of pre and post purchase and hint that other variables are missing as well. Zhang, Lam and Chow (2009) looked at tolerance for an inferior service and posited it to be one dimensional. At the same time they considered that it could be composed of both affective and cognitive components and suggest this as an avenue for further inquiry. Lee and Romaniuk (2009) suggested looking at switching costs (a single dimensional construct) as company imposed or individual imposed (making it two dimensional) and the link to word of mouth. As an alternative, they proposed classifying switching costs as transactions, financial, or relational and looking at the relationships among these variables with strength and valence of WOM. These are only a few instances where empirical studies have suggested areas in need of conceptual development.

To round out the trilogy of options, conceptual papers sometimes also point to conceptual areas beyond the work they report on. For example, Sanchez-Fernandez and Iniesta-Bonillo (2006) completed a literature review and posited a new conceptual framework for consumer perception of value. Subsequently they then posed several questions. Is value a single or multidimensional construct? Are there both positive and negative components to consumer value? What are the relationships among perceived value, quality, price, satisfaction, loyalty and commitment? They also pointed to the need for research to help us better understand the comparative and dynamic nature of value judgments (p.53).

Replication and the Goal of Generalizability

Generalizability requires that research be replicated and extended beyond the setting and population originally utilized; thus calls for replications are in service to the goals of science. But while a call for replication of the work presented is commonly suggested as a future direction, it not a commonly accomplished research endeavor. At least some of that lack of response is likely tied up in how the publication game is played. For instance, Bassi and Guido (2006) have two other versions of the scale they used in the research they reported on which need to be tested on convenience and specialty goods. This can be a problem as replications are judged by many journal editors as less noteworthy than ground-breaking, new research. Top journals often will not even consider a replication to be worthy of inclusion in their journal. Conceptual replications –with extensions, rather than actually empirically replicating the previous work, may help in this regard as something "new" will have been added. The addition of a conceptual extension such as a new variable, or link between or among variables not previously investigated, or controlling for unwanted variance over and above what the original researchers accomplished would serve the function of replication while improving the probability of publishing. Performing multiple studies within the same context and reporting on them together in one comprehensive article could be another way to replicate and still add substantial value in the eyes of otherwise reluctant editors.

Longitudinal vs. Snapshot

Frequently there are calls for research that is longitudinal. For example Aron (2006) suggested in his paper on "The Effect of Counter-Experiential Marketing Communications on Satisfaction and Repurchase Intention" that a longitudinal approach which measures the key dependent variables of repurchase and satisfaction *a priori* would be informative. Ashley and Varki (2009) investigated loyalty, complaining behavior and service recovery satisfaction and used a single service failure in the research but then suggested that the use of repeated service failures may lead to different results.

Unless databases can be found that contain the information sought over time, this can mean a long term commitment to a single research project with multiple data collections separated by what could be substantial time lapses. Tenure committees look for volume as well as quality so such a commitment can especially put the young researcher at risk. Even the annual evaluations seasoned academics undergo make long term endeavors somewhat risky. What if the research results in nothing interesting? What if the commitments made are broken so that the promised data is never received? Snap shot studies are inherently less risky and so more likely to be completed; hence the calls for longitudinal research may (and do) go unfilled. Scholars tend to learn in their doctoral programs to focus on 'internal validity' as opposed to 'external validity,' a focus that delivers more, and more regular volume of journal articles.

Some calls do not necessarily suffer this level of uncertainty. Jones (2006) also calls for a multi-year (i.e., longitudinal) approach in replicating "A Content Analysis of Customer Satisfaction in Annual Reports" and those reports are published and available for analysis any time a researcher is willing to do the work.

As an aside, there were no longitudinal studies calling for snapshot research to confirm hypotheses.

Samples: More Realistic or Increased Size

Authors often suggest the use of more realistic samples. Student samples are still commonly in use and often their use is entirely appropriate given the research questions posed. Recent *JCS/D&CB* articles included both graduate (see for example, Zhang et al. 2009) and undergraduate student samples (for example, Krishen and Kunal 2008 and Bolkan and Daly 2008). But calls for "real" customers in future research are much harder to arrange and that is often why the student samples were utilized in the first place. Real customers usually mean collaboration with real companies which may have little or no interest in our research questions. (We will have more to say about involving practitioners in research in the Managerial Directions section.)

In "Getting Good Complaining without Bad Complaining," Fox's (2008) student respondents completed an on-line survey including, among other things, a service failure incident and the action taken as a result of that failure. This resulted in cross sectional data from several industries. In completing the analysis, the data was divided up by industry thus reducing power; thus although the sample as a whole was large, (238) it was relatively small within each industry. Therefore, restricting future data collections to a single industry would increase power since 100% of the sample would apply to one industry instead of being divided among the many.

Expanded Use of New Methodologies

New methodologies and techniques become available over time. For example, Chow and Zhang (2008) introduced the Intensity Comparison Technique (ICT) as a substitute for the Critical Incident Technique, a method that has been widely used in business and social science applications. Audrain-Pontevia and Kimmel (2008) used the Critical Incident Technique in “Negative Word-of-Mouth and Redress Strategies: An Exploratory Comparison of French and American Managers,” but also suggested the use of real time rather than retrieved from memory incidents. Audrain-Pontevia (2006) introduced the Kohonen Self-Organizing Maps (KSOM) neural network approach which revealed complex (rather than linear) relationships. Salegna and Goodwin (2005) looked at “Consumer Loyalty to Service Providers: An Integrated Conceptual Model” and suggested it be extended into the B2B context.

Replications utilizing the newer technology and comparing the results obtained against the older technology could be a fruitful avenue that could lead to better decisions on which methodology will be superior under specific circumstance. This could be a very valuable contribution to research.

Changing Measures

There are multiple ways to measure concepts. Having chosen one method, researchers often suggest alternative means. For example, Ashley and Varki (2009) measured attitudinal loyalty but then suggest that behavioral loyalty would be a good alternative. Leingpibul, Thomas, Broyles and Ross (2009) wonder about the predictive effect of intent on behavior. Because someone says they intend one thing does not mean there is a direct, predictable correlation. (Think of the many times you, your boss or your kids stated intentions that did not materialize!) Of course, this suggests that actual purchasing behavior rather than intent would be more useful. So there are two things to consider here: the relationship of intent to purchasing and the measuring of actual purchase rather than intent to purchase depending on the boundaries uncovered in the research on the intent to buy relationship.

Zhang et al. (2009) measured tolerance for an inferior service and suggested, quite rightly, that such a measure would not be available in real world contexts. Therefore, they suggested the use of demographic variables (which are readily observed or collected) which can serve for surrogates. Empirical research would be needed to relate various demographics to the tolerance for inferior goods and could not be carried out with the data available as they used a convenience sample of students. (As an aside, the field has come full circle as the connection of demographics to satisfaction topics were the focal topic in “Part III. RELATING INDIVIDUALS’ ATTRIBUTES TO CS/D” in the proceedings to the Research Symposium on Satisfaction, Dissatisfaction, and Complaining Behavior held at Indiana University in April, 1977.) Over time, demographics have garnered less consideration in research as less obvious variables were added to our conceptualizations and those newer linkages explored.

Grisaffe (2007) suggests a multidimensional approach to customer loyalty be tested head-on against the one-dimensional Net Promoter Score (Reichheld (2003). This is one suggestion that could put academic research on the practitioner radar as few things have ever done. The Net Promoter Score received a tremendous amount of publicity and acclaim among businesses and commercial news sources; yet it is inherently weak along multiple dimensions. (Along with the Grisaffe (2007) article, see Monger and Perkins (2008) whom devote the entirety of Chapter 5 to its shortcomings.)

While most of our studies are quantitative in nature, a few are qualitative like the study by Halstead, Jones and Cox (2007) that looked at “Satisfaction Theory and the Disadvantaged Consumer”. They call for their qualitative research to be confirmed with quantitative methods.

Price

While a large majority of people will admit that price is a crucial variable in the decision to purchase, its relationship to other marketing variables has received less attention than it deserves. Hicks, Page, Behe and Fernandez (2005) wonder that the effect of price on post consumption processes may be. This is a very good question. Very expensive goods and services would seem more likely to draw complaints, NWOM, etc. than very low priced goods. Powers and Valentine (2008) looked to standards (such as desires, expectations, equity, information, values, norms, ideals, goals, etc.) as the initial drivers of disconfirmation processes, but not price. As stated earlier Sanchez-Fernandez and Iniesta-Bonillo (2006), queried what are the interrelationships among perceived value, quality, price, satisfaction, loyalty and commitment?

Policy Research

The roots of satisfaction research go back to academic and governmental cooperative efforts. For example The National Science Foundation sponsored the first conference (in conjunction with the Marketing Science Institute) titled "Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction" in April 1976. One of the papers by Landon (1976) is titled "Consumer Satisfaction Research Orientation Differences between Industry and Government" which concludes, among other things, that "The government becomes interested in measures of satisfaction when it identifies a need to intervene in the marketplace on the consumer's behalf (p.355).

Questions of policy are a natural at this intersection of government and academia. Nevertheless our investigations seldom look at policy issues. Two exceptions were published in volume 20. Halstead et al. (2007) looked specifically at the "disadvantaged consumer" while Bunker, and Bradley (2007) looked at customer powerlessness. Judging from these two pieces, it would appear powerlessness may have much to do with the disadvantaged consumer, but there is much research in the service failure area that needs to include powerlessness before firm conclusions can be drawn. The definition Halstead et al. (2007) used was consistent with prior research: "disadvantaged consumers are defined as those consumers who lack various financial, social, intellectual, and/or physical resources necessary to function well in the marketplace, and include vulnerable groups such as the poor, the elderly, minorities, the homeless, and the illiterate, and others" (p.17). The whole definition points to powerlessness; but diminished power may also be perceived rather than real, so the bases of powerlessness as cognitive or affective would also seem of interest.

Managerial Directions

Many practitioners do not see that "there is nothing more practical than a good theory" (Lewin, 1952, p.169). In fact there is likely a negative bias by practitioners against academics who are thought not to be practical, have never met a payroll and are lost somewhere in the ivory tower. (My own husband often refers to academics as "pointy-headed intellectoids." Rehabilitating his point of view is a work in progress!)

There is little use in claiming that deep-seated biases are easily overcome; but as the social psychological attitudinal change research has conclusively demonstrated, it is not impossible. Likely it will be necessary to look at the network your institution has with businesses and make friends with key players in them. Offering something in the study that will be of interest to the company will likely be a key to success as well as being able to accomplish the study without undue disruption to business processes and output. But even so the odds are long for collaboration if frequent service failures or the potential revelation of proprietary information to competitors or embarrassing customer satisfaction or product failure rates will be exposed to the public. No company wants to look bad in the public eye. It will likely be necessary to promise anonymity to the company and then make all identifiers as vague as journal editors will allow if the research results do not place the company in the most favorable light.

Expect the relationship to take time to develop and it would likely be best to try a "foot in the door" approach (Freedman and Frasier 1966) whereby something small is requested followed by something larger once the initial small request is fulfilled. This technique has been widely validated via meta-analysis (Beaman, Cole, Klentz, and Steblay 1983) and other techniques (Burger 1999) and has been shown to be efficacious. Be certain to follow through completely on any promises so as to build trust. Mostly this will simply require much patience.

JCS/D&CB has traditionally limited itself to consumers; hence the title. But more recently we have begun to look at B2B and how satisfaction processes occur and play out in that context (Volumes 23, 24 and the current Volume 25 contain several such articles). There are bound to be similarities and differences especially since much of B2B is decision making within groups which may be very large while group decision making is typically less so with consumer decisions and made by smaller groups even when it does occur. Also the importance of building relationships is arguably more important where the sales can be in the millions of dollars and repeated many times over many years. One study which expanded traditional consumer research into a B2B context was undertaken by Taylor, Hunter, Longfellow (2006) in "Testing an Expanded Attitude Model of Goal-Directed Behavior in a Loyalty Context." Audrain-Pontevia (2006), suggests that the research she reported on in "Kohonen Self-Organizing Maps: A Neural Approach for Studying the Links between Attributes and Overall Satisfaction in a Services Context," be extended to the B2B including the use of the Kohonen Self-Organizing Maps she used in this research. These maps are not linear and so provide what is arguably more reality to the research and would likely appeal to practitioners.

In "Consumer Loyalty to Service Providers: An Integrated Conceptual Model," Salegna and Goodwin (2005) suggested extension of this research to the B2B context. Aron (2006) looked at "The Effect of Counter-Experiential Marketing Communication on Satisfaction and Repurchase Intention." Although he did not suggest extending this approach to the B2B context, it would seem to be a logical extension.

There are consumers who are internal to a company: those who use IT, printing, legal, and other internally provided services. Are the satisfaction processes of these customers different from the ultimate consumers we often study? There are thousands of studies for employee satisfaction and turnover. If we study employees as though they are consumers, might we learn more?

Here is a short list of some additional directions for future research with managerial implications recently pulled from the *JCS/D&CB:*

1. Add a measure for the extent to which management uses complaints from customers as input to their executive decisions (Hansen, Wilke and Zaichkowsky, 2009).
2. Which operating model of customer complaints works best with long/short term profitability? (Hansen et al. 2009)
3. Does loyalty differentially influence responses to service recovery procedures that emphasize different kinds of justice (e.g., distributive, procedural and interactional)? (Ashley and Varki, 2009)
4. What is the value of a complaint? (Ashley and Varki, 2009)
5. Future studies that model customer behavior and sales need to consider the effects of simultaneity as the results of this study suggest that simultaneity exists and failure to consider this can lead to poor decisions when managers use such analyses for strategic decisions. (Banker and Mashruwala (2009)
6. The above research looked at the retail context, and while not suggested by Banker and Mashruwala, a logical extension would be to B2B.
7. Retail companies have customer service desks and yet know little about the processes that occur at those desks. For example, do complainers seek or simply get support from those present in a service failure situation? The processes that encourage complaint in a public situation could (maybe) inhibit it as well. What are those processes? (Yan and Lotz, 2009)
8. The relationship between customer satisfaction and firm performance is not clear. Other variables may intervene to lead to purchases elsewhere even when customers say they are satisfied. Time sensitivity may play a role. What is the relationship between satisfaction level and satisfaction strength? (Powers and Valentine, 2008).
9. Expectations and the relationship of them to accounts (temporary or stable) for service failures (Gil, et al. 2008).
10. Inclusion of power in the retailer/supplier chain (Gil, et al. 2008)

11. The effects of rude customer service personnel (Bunker and Bradley, 2007)

12. An internal marketing context with employees as the customers and employee satisfaction and intention to turnover would be an interesting extension to "The Effect of Counter-Experiential Marketing Communication on Satisfaction and Repurchase Intention,"(Aron 2006)

13. How much importance does upper management really place on customer satisfaction and its link especially to long term profitability? (Jones 2006)

14. Do shareholders perceive and understand the link between customer satisfaction and firm performance? (Jones 2006)

15. Is there a relationship between customer satisfaction scores and the dissemination of customer satisfaction information? (Jones 2006)

16. Testing of different service guarantees with different types and levels of company information (McColl, Mattsson and Morley 2005)

17. Encouraging companies to proactively seek out the complainers and the effects of doing so for a firm (McColl et al. 2005). Imagine trying to sell that to a company! Most firms think of complaints as bad and something to avoid rather than as opportunities.

18. Is there a synergistic effect of various loyalty development programs on customer loyalty? (Salegna and Goodwin, 2005)

It is quite easy to see that there is a universe of managerial extensions for our journal to exploit. Much of the difficulty likely comes from the necessity to build solid relationships with companies in order to get access to data and there is simply no short-cut to doing this.

Cross-Cultural/International Studies

The roots of CS/D contain early studies in foreign lands such as that written by Thorelli and Puri (1977) exploring complaining in Norway. This has continued through the years and remains an opportunity for researchers.

The biennial CS/D&CB conference draws many researchers from all around the world and their samples are often locally drawn but compared to research completed on samples from elsewhere. Others specifically seek to compare people in two different cultures such as the work by Audrain-Pontevia and Kimmel (2008) which compared American and French managers.

But the single most intriguing recent study may be that by Blodgett, Hill and Bakir (2006). Most cross-cultural studies find differences in consumer behavior rooted in differences in culture; but Blodgett et al. suggest that the variance "with-in" cultures is greater than the variance "between" cultures leading to the idea that something besides culture is a work. This study focused on complaining behavior and posited and confirmed that competitive differences (return policies) accounted for most of the difference in complaining behavior in a given country.

This study opens up the novel idea that although culture is important in consumer behavior, there may be other drivers that are at least as important that may have been over looked. What was begun here on complaints may also be true of differences in other consumer behaviors. The limitations of cultural effects on pre- and post-consumption behaviors would seem to be at least as important to understand as its influence. The authors further point to the policy implications of their exploratory study and conclude that as return policies change to become more liberal over time so too there may be greater complaint behavior over time even in cultures where complaints are currently uncommon.

CONCLUSION

As stated at the outset, this survey of research directions is not at all comprehensive; but it certainly is thought-provoking. While we have learned a lot, there is so much more to know! Every insight points to new areas to pioneer. Virtually every idea listed above is ripe for research right now…no waiting for future techniques, models, or methodologies.

Often resources are scarce for research in these cash-strapped times. Travel money, cash support to pay participants, data entry and coding help---all these and more are harder for some academics to accommodate as many universities struggle with fewer resources, philanthropy curtailed all while businesses are faced with uncertainty in both the commercial and political environments. This is where creating more research partnerships could help as only one writer must attend and present the paper. The work can be more widely spread and those with expertise or resources in defined areas can contribute in those limited ways.

This paper may be a good addition to a doctoral course syllabus. It hopefully will also serve to spark some interest from those who are tired of their stream of research and need to look for something more stimulating.

Citation		Future Directions
Hansen, Wilke, R. & Zaichkowsky, J.L. (2009), "How Retailers Handle Complaint Management," *JCS/D&CB*, 22, 1-20.		Complaint management: 1. Conduct a longitudinal study rather than a snapshot. 2. Larger cross-section of retail categories/countries: (limited to grocery shops, furniture stores, electronic stores and car-dealers/Sweden & Denmark) 3. Standardizing "perceived dissatisfaction" across retailers so that percentages match. 4. Adding a measure for the extent to which management uses complaints from customers as input to executive decisions. 5. As profitability is of key importance, which operating model of Customer Complaints works best with long/short term profitability?
Ashley, C. & Varki, S. (2009), "Loyalty and its Influence on Complaining Behavior and Service Recovery Satisfaction," *JCS/D&CB*, 22, 21-35.		Loyalty, Complaint, Service Recovery 1. Instead of measuring attitudinal loyalty, measure behavioral loyalty. 2. A single service failure was used. Repeated service failures may lead to different results. 3. Does loyalty differentially influence responses to service recovery procedures that emphasize different kinds of justice, e.g., distributive, procedural, and interactional justice? 4. What is the value of a complaint? The answer could help managers to construct systems that are clearly justified on the basis of profitability.
Leingpibul, T., Sunil, T., Broyles, S.A. & Ross, R.H. (2009), "Loyalty's Influence on the Consumer Satisfaction and (Re) Purchase Behavior Relationship," *JCS/D&CB*, 22, 36-53.		Loyalty on Satisfaction and Behavior 1. "…examine brands in various product groups in order to further enhance our insights with respect to dissimilar product complexity and different cognitive processes" p.49. 2. What is the predictive effect of intent on behavior? Many studies have used intent to repurchase, but what does that mean for actual repurchasing behavior? 3. "…future study could include brands that are more expensive, less well-known, and are exclusive or conspicuous (p.49). The brands used in this study were Coke and the Gap.
Lee, R. & Romaniuk, J. (2009) "Relating Switching Costs to Positive and Negative Word-of-Mouth," *JCS/D&CB*, 22, 54-67.		1. Instead of a single factor, look at switching costs as company imposed or individual imposed and the link to WOM. 2. Switching costs alternatively can be classified as transaction, financial, or relational; what is the relationship between these and the strength and valence of WOM? 3. Prior research has found that current customers give PWOM

		and NWOM about other brands. "Studies could consider how customers who give PWOM (NWOM) about their current…service provider are also likely to give NWOM (PWOM) about other…providers (p. 65). 4. Lee and Romaniuk table four customer segments based on switching costs and switching intentions. The role of alternative attractiveness of competing alternatives across these segments is yet to be explored. 5. The effect of external circumstances (such as elicited WOM vs. given) and their interaction with switching costs PWOM or NWOM are also unexplored avenues.
Zhang, L. L., Lam, L.W. & Chow, C.S.F. (2009), "Segmenting the Customer Base in a CRM Program According to Customer Tolerance to Inferiority—A Moderator of the Service Failure-Customer Dissatisfaction Link," *JCS/D&CB*, 22, 68-87.		1. This research measured tolerance for an inferior service; but such a measure will not be typically available in real world contexts. So relating tolerance for an inferior service to demographic variables would allow for tolerance levels to be observed and predicted when they cannot be measured. 2. While this study was on goal congruence and relevance, other appraisal components and frameworks could be used. (See Ellsworth and Scherer (2003) and Scherer, Schorr and Johnstone (2001)). 3. Emotions that arise from the appraisal process likely have effects on consumer post-purchase behavior. Two possible directions include the models of Taylor (2008) and Loewenstein and Learner (2003) or the discrete emotions/action tendency of Lazarus (1991). 4. Maybe tolerance for inferiority, which was treated as an undifferentiated construct here, is composed of affective and cognitive components? Looking at this would enrich our understanding of the construct. 5. Tolerance for inferiority was investigated here in regard to a housing service. More settings will be needed to establish generalizability. 6. This study utilized graduate students and that is entirely justified for the product and its importance to that population. Nevertheless, replication with other populations is desirable.
Banker, R. D. & Mashruwala, R. (2009), "Simultaneity in the Relationship between Sales Performance and Components of Customer Satisfaction," *JCS/D&CB*, 22, 88-106.		1. Future studies that model customer behavior and sales need to consider the effects of simultaneity as the results of this study suggest that simultaneity exists and failure to consider this can lead to poor decisions when managers use such analyses for strategic decisions.
Yan, R. & Lotz, S. (2009), "Taxonomy of the Influence of Other Customers in Consumer Complaint Behavior: A Social-Psychological Perspective," *JCS/D&CB*, 22, 107-125.		1. Do consumers seek or simply get support from those present in a service failure situation? The results verify that support is received, but not whether it is volunteered or solicited. 2. "Interestingly, communications and feedback of family and friends, as well as strangers, can be reproduced <u>in the imagination of the consumer</u>" (emphasis Perkins). "Largely, this input serves to bolster the consumer's decision to complain" (p. 120). Complaining behavior may be an outcome

		of WOM received from family and friends, but also from blogs, social network sites, and other anonymous sources. 3. This research suggests that those acquainted and present or those not present can encourage complaint behavior. It may well be that complaint behavior can be discouraged via a similar mechanism in an attempt to avoid embarrassment. "Large groups of strangers may enhance this effect" (p. 120). 4. There are numerous options for research connecting personality and complaint behavior.
Bolkan, S. & Daly, J.A. (2008), "Organizational Responses to Consumer Complaints: A Re-Examination of the Impact of Organizational Messages in Response to Service and Product-Based Failures," *JCS/D&CB*, 21, 1-22.		1. The study used a convenience sample but one that was relevant. Replicating with other samples is an option. 2. Investigation of a product rather than a service environment.
Fox, G. L. (2008), "Getting Good Complaining without Bad Complaining," *JCS/D&CB*, 21, 23-40.		1. The open frame of reference design pulled memories of service encounters from numerous industries and this likely introduces much unwanted variance. Limiting the frame to specific or even a single industry would provide for more powerful analysis. 2. The above would also serve a purpose in that the sample size was overall large in this research, but when divided by industry it was much reduced in the analysis limiting power. 3. Regression was utilized in this study but cluster-wise logistic regression would allow different complaint goals to be analyzed with separate prediction functions.
Taylor, S. A. (2008) "Reconciling Satisfaction, Emotions, Attitudes, and Ambivalence within Consumer Models of Judgment and Decision Making: A Cautionary Tale," *JCS/D&CB*, 21, 41-65.		1. Further explorations of affect, satisfaction, attitudes, and CA (consumer ambivalence) and their theoretical foundations. The model on page 45 provides some steps in that direction. 2. Are emotions sequential or simultaneous? Or as Reich et al (2003) suggest both? This is not settled and has managerial implications. 3. There are competing explanations of how affect operates within marketing contexts that need further testing. 4. The relationships between goal ambivalence and emotional ambivalence and motivation would seem to have marketing usefulness. 5. More research is needed on the boundary conditions of emotional dissonance and the distinction between cognitive versus emotional dissonance. 6. The Analogical Emotional Scale (AES) proposed by Carrera and Oceja (2007) is a new measurement technique that marketers may consider assessing against more traditional scales of ambivalence.

Chow, C. S.F. & Zhang, L.L. (2008) "Measuring Consumer Satisfaction and Dissatisfaction Intensities to Identify Satisfiers and Dissatisfiers," *JCS/D&CB*, 21, 66-79.		1. This research introduced the Intensity Comparison Technique (ICT) which is a new technique for identifying satisfiers, dissatisfies and hybrids. This technique is a potential replacement for the Critical Incident Technique. 2. This new technique needs further development.
Powers, T. L. & Valentine, D.B. (2008), "A Review of the Role of Satisfaction, Quality, and Value on Firm Performance," *JCS/D&CB*, 21, 80-101.		1. This research took standards (such as desires, expectations, equity, information, values, norms, ideals, goals, etc.) as the initial driver of the disconfirmation processes. Additional research to gain a comprehensive understanding of the interplay between the standards is desirable. 2. What is the role of price as a standard-related attribute? 3. The interrelationships between Satisfaction, Quality, and Value can benefit from theoretical and empirical research. 4. The relationship between customer satisfaction and firm performance is not clear. Other variables may intervene to lead to purchases elsewhere even when customers say they are satisfied. It may be that time-sensitivity plays a role. 5. There may also be differences between market segments. 6. More research is needed that looks at satisfaction level and satisfaction strength.
Krishen, A. & Kamra, K. (2008), "Perceived Versus Actual Complexity for Websites: Their Relationship to Consumer Satisfaction," *JCS/D&CB*, 21, 104-123.		1. Use of a student convenience sample was both a limitation and a reasonable decision; however, a sample of actual e-commerce customers could be helpful a replication and serve as verification of the results of this research. 2. Changes in product domains used in the research. 3. Extending beyond subjective self-reports to behavioral measures such as actual purchase would increase managerial interest in the research. 4. Longitudinal research on existing websites could assess the effects of learning over time.
Audrain-Pontevia, Anne-Francoise & Kimmel, A.J. (2008) "Negative Word-of-Mouth and Redress Strategies: An Exploratory Comparison of French and American Managers," *JCS/D&CB*, 21, 124-136.		1. The research was limited to 7 NWOM redress strategies and there are others. 2. Instead of using the Critical Incident Technique, replicate using other methods. Use of real-time incidents could be particularly interesting.
Gil, L. de A., Yu, J.P., Johnson, L.W. & Pomering, A. (2008), "Brazilian Food Retailer Satisfaction with Suppliers," *JCS/D&CB*, 21, 124-136.		1. The research did not include power in the retailer/supplier chain and the power certainly matters and so needs to be included in future research. 2. Expectations and the relationship of them to accounts for service failures (temporary or stable) and behaviors for service recovery also seem fruitful avenues of research. 3. The norms and structures that reward cooperative behavior were not studied.

Blodgett, J. G.& Li, H. (2007), "Assessing the Effects of Post-Purchase Dissatisfaction and Complaining Behavior on Profitability: A Monte Carlo Simulation," *JCS/D&CB*, 20, 1-14.		1. Models more sophisticated than Monte Carlo simulations can be utilized that increase the reality: additional independent variables, increasing costs of recovery and the effect of the cost of the defective item on repatronage are a few examples.
Halstead, D., Jones, M.A. &. Cox, A.N. (2007), "Satisfaction Theory and the Disadvantaged Consumer," *JCS/D&CB*, 20, 15-35.		1. There appear to be differences between disadvantaged customers in articulated expectations and these should be confirmed with quantitative methods. (This study used qualitative methods.) 2. What are the roots of disadvantaged customers' lack of complaining behavior?
Grisaffe, D. B. (2007) "Questions about the Ultimate Question: Conceptual Considerations in Evaluating Reichheld's NPS ," *JCS/D&CB*, 20, 36-53.		1. A multidimensional approach on customer loyalty metrics should be proposed and tested against the Net Promoter Score.
Bunker, M.P. & Bradley, M.S. (2007) "Toward Understanding Customer Powerlessness: Analysis of an Internet Complaint Site," *JCS/D&CB*, 20, 54-71.		1. Content analysis of a complaint site was the method employed which led to one-sided information. Access to complaint data from a corporate site could be coupled with service personnel information for a much enriched study. 2. "Future research should not only test vigilance, grudge-holding, retaliation, and fear as consequences of powerlessness, but also as alternative consequences to service failure" page 67. 3. Rude customer service personnel seem to enhance feelings of subordination among complainers. The effects of rude service personnel require systematic study if for no other reason than for the damage done. 4. Hyperbole is common in accounts given by those who feel powerless and may be due in part to hyper-vigilance. Innocent personnel actions may then get mislabeled. This pattern (negative halo) deserves attention. 5. Powerlessness needs to be included in the service failure/recovery literature.
Waller, D. S. (2007), "Consumer Offense Towards the Advertising of Some Gender-Related Products," *JCS/D&CB*, 20, 72-85.		1. Further research should be undertaken varying the context of potentially offensive advertising including product, brand, target audience, timing and media. 2. Measuring levels of offensiveness toward specific advertisements looking beyond age and gender to other demographics and personality characteristics. 3. Cross-cultural research is needed to generalize the findings here. It would not be surprising to find there are differences across some cultures in what is found offensive in advertising.
Von der Heyde Fernandes, D. & Pizzutti dos Santos, C. (2007) "Consumer Complaining Behavior in Developing Countries: The Case of Brazil," *JCS/D&CB*, 20, 86-109.		1. The place of attributions and emotions in expanding the consumer complaint behavior model is needed. 2. This sample was exclusively graduate business students. Other audiences need to be sampled to confirm the findings. 3. These differences in the Brazilian population should be confirmed in other developing countries.

Aron, D. (2006), "The Effect of Counter-Experiential Marketing Communication on Satisfaction and Repurchase Intention," *JCS/D&CB*, 19, 1-17.		1. A longitudinal approach which measures the key dependent variables of repurchase and satisfaction *a priori* would be interesting. 2. This research was scenario-based; an expanded design could allow the use of real world events. 3. The seven point scale should be expanded given that responses were more similar than hoped for. It may be the filler ads also interfered in achieving the expected responses due to short term memory. 4. Print ads were used here, but other formats such as news items, product reviews, positive, negative or neutral messages could be tried.
Taylor, S. A., Hunter, G.L. &. Longfellow, T.A. (2006), "Testing an Expanded Attitude Model of Goal-Directed Behavior in a Loyalty Context," *JCS/D&CB*, 19, 18-39.		Based on identified study limitations, the following were suggested as future directions for research: 1. Increase sample size. 2. Include measures of actual behaviors rather than behavioral intentions, 3. Measure the degree to which switching costs or unique knowledge can explain loyalty behavior, 4. Test the effects of frequency and recency on loyalty. 5. Replication of the research given that much of the foundation research derives from consumer research which was applied to a B2B context in this research. 6. Should a direct path be modeled between affect and behavior? Or does affect always operate via an interaction with cognition? 7. Research on the loyalty construct should look to the underlying models of judgment and decision making (J/DM). 8. What are the roles independently and synergistically among desires, Perceived Behavioral Control (PBC) and/or intentions in terms of motivational content?
Sanchez-Fernandez, R.& Iniesta-Bonillo, M.A. (2006), "Consumer Perception of Value: Literature Review and a New Conceptual Framework," *JCS/D&CB*, 19, 40-58.		1. Is value single or multi-dimensional? 2. What are the specific positive and negative components of consumer value? 3. What are the interrelationships among value, quality, price, satisfaction, loyalty and commitment? 4. "…research might help us to understand the comparative and dynamic nature of value…" (p. 53). 5. What are the influences of cultural values, time frame, place and competition on consumer value?
Jones, M. A. (2006), "A Content Analysis of Customer Satisfaction in Annual Reports," *JCS/D&CB*, 19, 59-75.		1. A multi-year and larger sample across more industries. 2. Information dissemination studies should include external audiences such as shareholders and investment firms. 3. How much importance does upper management really place on customer satisfaction and its link to short and long term profitability? 4. Do shareholders perceive and understand the link between customer satisfaction and firm performance? 5. Ways to report multiple product/brands and customer satisfaction results are needed.

		6. Is there a relationship between customer satisfaction scores and the dissemination of customer satisfaction information?
Bassi, Francesca & Guido, G. (2006), "Measuring Customer Satisfaction: From Product Performance to Consumption Experience," *JCS/D&CB*, 19, 76-88.		1. Findings suggest that many aspects of the consumption experience are important both pre and post purchase over and above product performance. These aspects should be included in future research. 2. Two other versions of this scale (convenience and specialty goods) need to be tested. 3. Including a measure of customer involvement or emotional involvement in all the stages of pre and post purchase. 4. Further use of latent class models rather than factor analysis for ordinal scales.
Thota, S. C. &. Wright, N.D. (2006), "Do Consumers Hold Grudges and Practice Avoidance Forever? A Markov Chain Model of the Decay of Grudgeholding and Avoidance Attitudes," *JCS/D&CB*, 19, 89-102		1. Empirical testing of the model of attitude change of grudge-holders. 2. Inclusion of various social and environmental factors such as the role of strong emotions.
Blodgett, J., Hill, D. & Bakir, B. (2006), "Cross-Cultural Complaining Behavior? An Alternative Explanation," *JCS/D&CB*, 19, 103-117 .		1. Research into the effects of structural and competitive factors such as consumer legislation, retail policies, and industry structure on consumer behavior such as complaining, sabotage, and WOM. 2. Control for confounds such as value of the product.
Juhl, H. J., Thogersen, J. & Poulsen, C.S. (2006), "Is the Propensity to Complain Increasing Over Time?" *JCS/D&CB*, 19, 118-127.		1. This measure did not capture variations in the gravity of the situation or in the external conditions which may influence the propensity to complain. 2. What is the link between dissatisfaction and complaint behavior? 3. Explanatory rather than descriptive research should also focus on the consumer dissatisfaction threshold. 4. A move toward a more comprehensive model of complaint may include attitudinal, normative, and control variables as well as person and situational variables.
Audrain-Pontevia, A. (2006), "Kohonen Self-Organizing Maps: A Neural Approach for Studying the Links Between Attributes and Overall Satisfaction in a Services Context," *JCS/D&CB*, 19, 128-137.		1. This research applies KSOM neural network approach which revealed complex (rather than linear) relationships in consumer attribute evaluation to overall satisfaction. This needs to be replicated for other product types both in consumer and B2B contexts. 2. Additionally, why does a particular attribute belong to a specific attribute category?

Otto, S. D., Payne, C.R., Parry, B.L. & Hunt, H.K. (2005), "Complimenting Behavior—The Complimenter's Perspective," *JCS/D&CB,* 18, 1-31.		1. This study points to the fact that research and respondent coding of incidents lead to real differences in understanding of the behavior studied.
McColl, R., Mattsson J. & Morley, C. (2005) "The Effects of Service Guarantees on Service Evaluations During a Voiced Complaint and Service Recovery," *JCS/D&CB*, 18, 32-50.		1. Testing of different service guarantees with varying company information. 2. Expand the types of service providers. 3. Encouraging complaints and the effects of doing so for a firm.
Salegna, G. J. & Goodwin, S.A. (2005), "Consumer Loyalty to Service Providers: An Integrated Conceptual Model," *JCS/D&CB*, 18, 51-67.		1. There is relatively little research on customer loyalty to a service provider. More is needed. 2. This research proposed a model of loyalty as a multidimensional construct composed of affect, behavior, and cognition. Empirical research to test the model and the interrelationships is needed. 3. "The synergistic effect of various loyalty development programs on customer loyalty… is also an area ripe for further research." 4. What are the linkages between relationship involvement, emotional commitment and service loyalty? 5. These relationships should be explored in the B2B setting as well.
Palan, K. M. & Teas, R.K. (2005), "An Examination of Measurement Context and Representational Effects of Consumer Expectations," (2005), *JCS/D&CB*, 18, 68-93.		1. As research has shown there is a difference between durable and non-durable goods in regard to variable relationships in the disconfirmed expectations theory. Durable goods should be tested under the same conditions as this research.
Hicks, J. M., Page, T.J., Jr., Behe, B.K., & Fernandez, R.T. (2005), "Delighted Consumers Buy Again," *JCS/D&CB*, 18, 94-104.		1. Study of the moderating effect of information on a specific product rather than a product category for satisfaction and repurchase intention. 2. The effect of price on post consumption processes.

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