

COMPLIMENTING BEHAVIOR – THE COMPLIMENTER’S PERSPECTIVE

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ABSTRACT

Consumer complimenting behavior was first investigated by Kraft and Martin (2001). Shortly thereafter and following a similar protocol, their work was validated by Payne, Parry, Huff, Otto, and Hunt, 2002. Both studies elicited consumer complimenting stories, which were then coded by the researchers. The two studies reported here are based on responses to the coding scheme used by the above researchers, but coded by the consumer and not the researcher. The findings from the consumers’ coding were not similar to the earlier findings of Kraft and Martin, and Payne et. al. Analysis of the two consumer coded studies revealed five dominant complimenting themes supported by a confirmatory structural equations analysis. Correspondence analysis and logistic regression were also used to better understand the richness of these five consumer complimenting themes.

INTRODUCTION

Consumer complaining behavior has received attention from journals and proceedings since the mid-1970s. In *JCS/D&CB* alone, (www.csdc.org), 216 citations appear for the topic of consumer complaining behavior. In contrast, consumer complimenting behavior has hardly received any attention. For example, a search in *JCS/D & CB* reveals only 16 mentions of “complimenting” with two articles focused directly on the topic. Not until June 2001, at the Consumer Satisfaction Dissatisfaction Conference held in Jackson Hole, Wyoming, USA, had anyone presented any research findings on consumer complimenting behavior. The purpose of this study is to explore consumer complimenting behavior by understanding underlying themes revealed by two consumer

coded studies. These themes fit within a broader framework of parallel opposite behaviors.

Table 1 (Huefner, Parry, Payne, Otto, Huff, Swenson and Hunt 2002) shows the parallel opposite behaviors of consumer complimenting and consumer complaining generally associated with consumer satisfaction and dissatisfaction. For example, “positive comment to individual (compliment)” is the parallel opposite of “negative comment to individual (complain)” and “positive comment to manager/owner (compliment)” is the parallel opposite to “negative comment to manager/owner (complain).”

The first article published on consumer complimenting behavior focused on “Consumer Compliments as more than Complementary Feedback.” (Kraft and Martin 2001) The authors state “We believe that expanding the study of consumer satisfaction, dissatisfaction and complaining behavior to include compliments is important and propose that at least four steps are necessary to capitalize on the potential that customer compliments hold.” (p.1) Their four steps are:

- Step 1: Encourage Compliments
- Step 2: Recognize Compliments
- Step 3: Understand Compliments
- Step 4: Act on Compliments

Additionally, Kraft and Martin (2001) claim that, “Not only can marketing practitioners use the four step process to orchestrate their efforts, but consumer researchers can use the framework in their investigation of a broad range of compliment-relevant issues,” (p.1). Additionally, it is their belief that customer compliments are not always indicative of satisfaction but of a broader range of motives relating to consumer behavior. In a “small pilot study” they identified 8 motivations underlying complimenting behavior,

Table 1
Parallel Opposite Behavioral Responses To Satisfaction And Dissatisfaction

<u>Satisfied</u>	<u>Dissatisfied</u>
do nothing	do nothing
positive comment to individual (compliment)	negative comment to individual (complain)
positive comment to manager/owner (compliment)	negative comment to manager/owner (complain)
short-term return (repurchase)	short-term avoidance (buy elsewhere/other brand)
long-term return (brand/store loyalty)	long-term avoidance (grudgeholding)
word of mouth – positive (alert others)	word of mouth – negative (negative - warn others)
word of mouth – benefit (aid/assist/help seller)	word of mouth – damage (harm seller)
substantial helping (do nice things pick up, straighten)	substantial hurting (retaliation)
compliment to outside agency	complain to outside (BBB, FTC)

Table 2
Kraft and Martin's Eight Motivations Underlying Complimenting Behavior

Motivation	Implication	Approach
Delight or great satisfaction	The consumer is open to an expansion of the relationship and has some degree of positive emotion active.	Suggest additional uses or accompanying services or products
Dissonance Reduction	The consumer needs reassurance.	Emphasize your quality control and advantages over non-chosen alternatives the customer had considered
Reciprocity/ Social Norms	The customer is sensitive and feels obligated to be interpersonally proper.	Stress customer contact person training and high quality acknowledgment of the compliment
Improve Relationship with a Service Person	Need to maintain low staff turnover with care to reward the employees who excel at customer relations.	Consider feasibility of assigning customer service reps, setting appointments, etc..
High Involvement with Product or Service	Word-of-mouth by customer is very likely	Consider any means of encouragement
Voting Behavior to continue special services or products	Might be true for niche products or services.	Consider needed segment size for loyal users.
To Buffer Complaints & Increase Effectiveness	Consumer feels the need to improve receptivity to an accompanying complaint	Make certain the costs of complaining are not too high and that customer contact people do not impose these on consumers with defensive responses
Flattery: To get a Tangible Reward	Actual flattery or ingratiation attempted to gain undeserved reward	Attempts to avoid any such "rip-off" behavior would be counter-productive...treat as a necessary cost of business

which are shown in Table 2 (Kraft and Martin, 2001, p.10).

BACKGROUND

Another research group, similarly stimulated by the 2001 CS/D&CB conference, was also investigating consumer complimenting behavior. With the publication of Kraft and Martin's (2001) eight motives for complimenting behavior, the other research group incorporated into their own research the Kraft and Martin (2001) findings. Their work was published in 2002 (Payne, Parry, Huff, Otto and Hunt) and closely supported the findings of Kraft and Martin (2001).

These first two consumer complimenting behavior studies were researcher coded. The coding of the Payne et. al. (2002) study was influenced by Kraft and Martin's findings, especially by the expectation of finding the eight motivations underlying complimenting behavior. When their findings matched the Kraft and Martin (2001) motivations on six and a half of the eight motivations the Payne et al (2002) group felt comfortable that they had confirmed the work of Kraft and Martin.

A short time later Hunt needed a research project for his undergraduate Consumer Behavior class. The coauthors agreed that it would be an interesting project to revise the basic complimenting questionnaire so that the coding protocol would become the items under each question, thus each respondent coded his or her own consumer complimenting story. The responses indicated the participant's meaning rather than the intended meaning carefully discerned by the research group. These participant coded findings from our second study did not match well the findings of the two previous studies (Kraft and Martin, 2001; Payne et. al., 2002). The next semester, in an exercise learning to use online survey questionnaire methods, the print questionnaire was converted into an online questionnaire identical to the print questionnaire. The goal was to see if there were any observable differences in responses between both studies according to the medium used. Together, the purpose of the two studies was to understand the

themes of complimenting behavior from the consumer complimenter's perspective.

The sampling frames for the three studies, the original researcher coded study, the paper consumer coded study, and the online consumer coded study, are very similar. Students in a consumer behavior class contacted friends and families and asked for their participation.

METHOD—STUDY ONE

Respondents and Procedure

Sixteen students in an undergraduate consumer behavior class, participating in an optional class research project for class credit, solicited consumer complimenting stories from family, friends, and acquaintances. Each student obtained two responses per person from three respondents in each of three different age groups (under 30, 30-50, over 50) with one of each sex in each set of three plus at least one additional story of either sex. The total number of participants was 188 with 97 being female and 91 being male. A total of 355 stories were collected. Complete respondent anonymity was guaranteed. The research findings were discussed in class as part of the consumer satisfaction, dissatisfaction and complaining behavior segment of the course.

Instrument

Each respondent received a packet containing a cover letter and instructions for providing a complimenting story. Responses were returned by regular mail. The cover letter from the professor and students is found in Appendix 1. In addition to the cover letter instructions, shorter instructions were repeated at the start of each questionnaire as shown in Appendix 2.

Coding

The coding protocol from Payne et al (2002) was transformed from a researcher coded questionnaire into a participant coded questionnaire using identical wording in questions and response options. For example, for the

question, "How much effort did you go to to give the compliment?" the coding options for the researcher coding (no effort, very little effort, some effort, and substantial effort) were used word for word as the response option items (see question 26 in Appendix 2) from which the respondent could choose.

METHOD – STUDY TWO

Respondents and Procedure

Eighteen students in an undergraduate consumer behavior class, participating in an optional class research project for class credit, solicited consumer complimenting stories from family, friends, and acquaintances. Each student obtained two responses per person from three respondents in each of three different age groups (under 30, 30-50, over 50) with one of each sex in each set of three plus at least one additional story of either sex. The total number of participants was 446. Complete respondent anonymity was guaranteed. The research findings were discussed in class as part of the consumer satisfaction, dissatisfaction and complaining behavior segment of the course.

Instrument

The print questionnaire from Study 1 was converted into an online questionnaire for Study 2. Both questionnaires were identical. The survey was distributed via web link through email correspondence. The web link was emailed to each student who forwarded it to each of their participants, who then completed the questionnaire. The online survey contained two parts, a cover letter and the questionnaire. The cover letter requested a consumer complimenting story followed by a questionnaire asking questions about their story. Response data were downloaded and imported into SPSS for analysis. The online survey and data collection was provided by www.surveyz.com. The online cover letter and questionnaire are found in Appendix 1 and Appendix 2 respectively. The cover letters and questionnaire in Appendix 1 and 2 for the print

and online versions require substantial space to print.

Coding

The coding protocol was the same as in Study 1.

FINDINGS AND DISCUSSION

Exploring the Participant Selected Kraft and Martin Complimenting Reasons

Using the expanded Kraft and Martin reasons from Payne et al (2002), participants selected from one of five different options from each of the 17 different motives for complimenting to report the reason associated with their complimenting story: 1) not this reason at all, 2) slightly this reason, 3) somewhat this reason, 4) definitely this reason, and 5) very important reason. When a participant selected options 4 or 5 for any one of the 17 complimenting motives, it was used in the analysis. A participant could select more than one motive for complimenting, but was not required nor requested to do so. Participants commonly selected more than one motive associated with their complimenting story. Table 3 reports the frequencies and percentages associated with the complimenting motives for Study 1 and Study 2.

Because of the extremely low frequency of motives 15 (Compliment paired with complaint to soften complaint) and 17 (Compliment was flattery, ingratiation, hoping for gain, not reciprocity), they were dropped from subsequent analyses. The remaining 15 motives for each study were submitted to a principle components factor analysis to assess the similarities between the findings of the two studies. The rotated varimax solution yielded 6 factors for Study 1 (accounting for 61.7% of the variance) and 5 factors for Study 2 (accounting for 60.0% of the variance), which are shown in Tables 4 and 5 respectively.

Table 3
Frequencies and Percentages Associated with the Complimenting Motives for Study 1 and Study 2

Motive	Complimenting Motive Name	Study 1 Print		Study 2 Online	
		Frequency	Percent	Frequency	Percent
1	Compliment caused by delight (surprise plus great satisfaction)	194	20.21%	332	18.76%
2	Compliment caused by great satisfaction but	111	11.56%	200	11.30%
3	Compliment because seller tried so hard to serve me.	204	21.25%	314	17.74%
4	Compliment reassures self they made a good choice - dissonance reduction	13	1.35%	32	1.81%
5	Compliment seeking positive response from seller.	11	1.15%	42	2.37%
6	Compliment responding to seller's positive comment.	27	2.81%	80	4.52%
7	Compliment was a polite response, socially	15	1.56%	45	2.54%
8	Compliment intended to improve current	11	1.15%	40	2.26%
9	Compliment intended to improve future relationship with seller.	19	1.98%	31	1.75%
10	Compliment given to improve future service	39	4.06%	69	3.90%
11	Gave compliment to be a role model for other people.	10	1.04%	24	1.36%
12	Complimented because giver enjoys giving compliments.	40	4.17%	98	5.54%
13	Subject of compliment was high involvement, extraordinarily important	97	10.10%	185	10.45%
14	Compliment was a vote to continue special service or product.	112	11.67%	193	10.90%
15	Compliment paired with complaint to soften	2	0.21%	9	0.51%
16	Compliment was flattery, ingratiation, just because person is a flatterer or ingratiator, not for gain.	47	4.90%	65	3.67%
17	Compliment was flattery, ingratiation, hoping for gain, not reciprocity	8	0.83%	11	0.62%

Understanding the Factors

The present two studies' rotated factor solutions are different than Payne's et. al. (2002) researcher coded study. Although there are similarities between the two separate studies, researcher coded and participant coded, we conclude that participants code their own stories differently than researchers code participants' stories. It is possible that participant coded online research elicits different semantic understandings than participant coded paper research. The

possibility of differences between paper research and online research goes beyond the purpose and scope of this paper. Tables 6 and 7 show the factor groupings for Study 1 and Study 2 respectively.

Similarities between the two studies' rotated principal component factors (Tables 6 and 7) propose the following five themes of consumer complimenting motivation (Table 8).

Table 4
Factor Structure-Rotated Component Matrix Study 1

Motive	1	2	3	4	5	6
1	-0.099	0.099	-0.137	0.421	0.004	-0.730
2	-0.009	0.019	-0.105	0.273	0.023	0.849
3	-0.102	-0.057	0.128	0.725	0.128	-0.007
4	0.323	-0.042	0.050	0.081	0.565	0.062
5	0.552	0.128	0.114	-0.164	0.346	0.060
6	-0.040	0.089	0.045	0.149	0.766	-0.026
7	0.292	-0.023	0.615	-0.119	0.124	0.176
8	0.834	0.089	0.136	-0.090	0.044	0.069
9	0.846	0.044	-0.004	0.081	-0.012	-0.040
10	0.131	0.798	0.028	-0.041	0.209	-0.047
11	0.094	0.356	0.300	-0.419	0.406	-0.001
12	-0.099	0.067	0.642	0.042	0.330	-0.151
13	0.069	0.367	0.028	0.594	0.105	0.042
14	0.037	0.771	0.116	0.141	-0.110	-0.015
15			Dropped from Analysis			
16	0.089	0.155	0.723	0.197	-0.177	-0.018
17			Dropped from analysis			

Table 5
Factor Structure-Rotated Component Matrix Study 2

Motive	1	2	3	4	5
1	-0.077	-0.163	0.350	0.722	-0.131
2	0.158	0.089	0.143	0.050	0.865
3	-0.040	0.111	0.108	0.677	0.218
4	0.609	0.043	-0.029	0.286	0.199
5	0.703	0.088	-0.103	-0.066	0.249
6	0.253	0.280	-0.166	0.590	-0.090
7	0.448	0.537	-0.300	0.041	0.145
8	0.839	0.084	0.158	-0.033	-0.008
9	0.811	0.074	0.190	-0.023	-0.050
10	0.508	0.426	0.261	0.081	-0.247
11	0.457	0.578	0.066	0.088	-0.059
12	0.083	0.751	0.155	0.113	0.123
13	0.051	0.073	0.659	0.257	0.206
14	0.234	0.215	0.720	0.008	-0.013
15			Dropped from Analysis		
16	-0.150	0.498	0.350	-0.022	0.027
17			Dropped from Analysis		

Table 6
Factor Groupings for Study 1

Factor	Reasons
1	Compliment intended to improve future relationship with seller.
	Compliment intended to improve current relationship with seller.
	Compliment seeking positive response from seller.
2	Compliment given to improve future service for others.
	Compliment was a vote to continue special service or product.
3	Compliment was flattery, ingratiation, just because person is a flatterer or ingratiator, not for gain.
	Complimented because giver enjoys giving compliments.
	Compliment was a polite response, socially acceptable, courteous thing to do.
4	Compliment because seller tried so hard to serve me.
	Subject of compliment was high involvement, extraordinarily important
	Compliment caused by delight (surprise plus great satisfaction)
5	Gave compliment to be a role model for other people.
	Compliment responding to seller's positive comment.
	Compliment reassures self they made a good choice - dissonance reduction
6	Compliment caused by great satisfaction but lacking surprise.

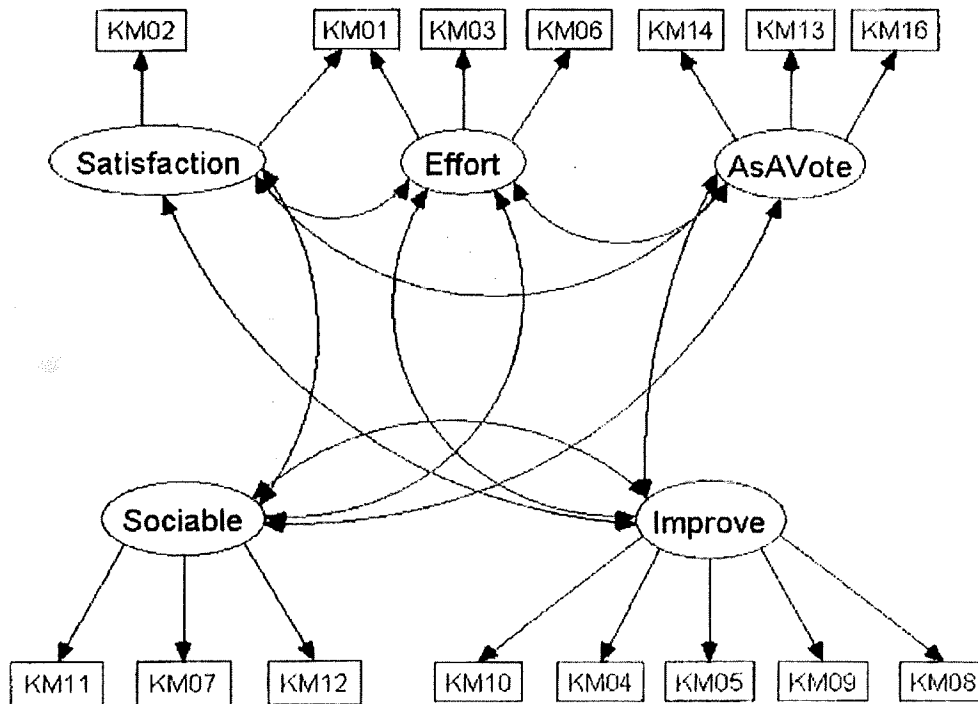
Table 7
Factor Groupings for Study 2

Factor	Reasons
1	Compliment intended to improve current relationship with seller.
	Compliment intended to improve future relationship with seller.
	Compliment seeking positive response from seller.
	Compliment reassures self they made a good choice - dissonance reduction
	Compliment given to improve future service for others.
2	Complimented because giver enjoys giving compliments.
	Gave compliment to be a role model for other people.
	Compliment was a polite response, socially acceptable, courteous thing to do.
	Compliment was flattery, ingratiation, just because person is a flatterer or ingratiator, not for gain.
3	Compliment was a vote to continue special service or product.
	Subject of compliment was high involvement, extraordinarily important
4	Compliment caused by delight (surprise plus great satisfaction)
	Compliment because seller tried so hard to serve me.
	Compliment responding to seller's positive comment.
5	Compliment caused by great satisfaction but lacking surprise.

Table 8
The Five Proposed Themes for Consumer Complimenting Behavior

Theme	Study 1	Study 2
To improve and/or continue the current and future relationship with seller service	Factor 1	Factor 1
A polite and sociable response	Factor 3	Factor 2
Act of recognizing the effort extended regarding the service or performance rendered (delight)	Factor 4	Factor 4
Used as a vote for a type of service or to express/convey something important	Factor 2	Factor 3
Convey satisfaction concerning the performance or service rendered	Factor 6	Factor 5

Figure 1
The Proposed Five Themed Structural Equation Model of Consumer Complimenting Behavior*



*The five themes, Satisfaction, Effort, As A Vote, Sociable and Improve are represented with the circles. The boxes with KM01 through KM17 (excluding 15 and 17) are the fifteen Kraft and Martin motivations from the Payne et. al. (2002) study.

The Structural Equation Model

To validate the relationship between consumer complimenting behavior and the five proposed themes for consumer complimenting a confirmatory Structural Equation Model was created and tested on Study 1 and Study 2 individually and collectively.

Results for the five themed model of consumer complimenting behavior reported a moderate fit for both studies. Study 1 showed a moderate fit between the five complimenting themes and the 15 Kraft and Martin (2001) motives (CFI=.884, GFI=.947, RMSEA=.054, and $\chi^2(73) = 144.792$, $p < .001$). Study 2 showed a moderate fit between the five proposed complimenting themes and the 15 Kraft and Martin (2001) motives (CFI=.913, GFI=.943, RMSEA=.062, and $\chi^2(73) = 193.850$, $p < .001$). To additionally validate this model for the use of future studies, the data from Study 1 and Study 2 were combined and used in the analysis. The combined studies showed a moderate fit between the five proposed complimenting themes and the 15 Kraft and Martin (2001) motives (CFI=.907, GFI=.953, RMSEA=.061, and $\chi^2(73) = 282.127$, $p < .001$) was concluded.

Figure 2 shows the resultant structural equations analysis for Study 1 and Study 2 combined. These results are not the focus of this study, but are provided to satisfy the reader's natural curiosity. They may be useful to future researchers. The purpose of the structural equations analysis was to confirm the relationship between consumer complimenting and the 5 themes of consumer complimenting motivation across both data sets, which it did.

Based on these two separate studies (Study 1 and Study 2), we conclude that there are five themes underlying consumer complimenting behavior. They are labeled as follows:

- IMPROVE, includes consumer compliments associated with improving current and future service and seller relationships.
- SOCIABLE, includes consumer

compliments associated with polite, socially acceptable, courteous behaviors.

- DELIGHT/EFFORT, includes consumer compliments associated with delight (surprise plus great satisfaction), and/or the seller trying hard to serve the consumer.
- AS A VOTE, includes consumer compliments as a vote to continue high involvement or extraordinarily important special services or products.
- SATISFACTION, includes consumer compliments associated with great satisfaction but lacking surprise.

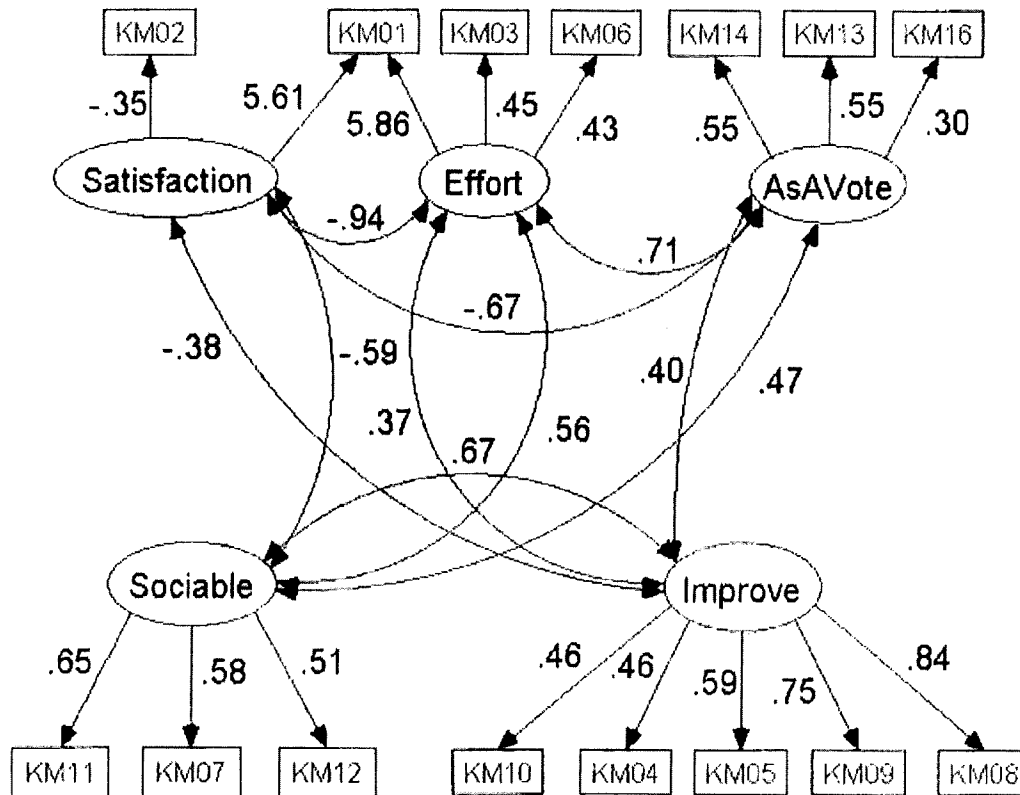
After the participants rated their motives according to the Kraft and Martin criteria, they were asked a variety of questions that either focused on the specifics of their complimenting story or on the consumer's behaviors before and after the compliment. The latter two issues were analyzed individually using correspondence analysis and logistic regression. These additional analyses provide insight into consumer complimenting regarding the five themes previously discussed.

Correspondence Analysis: Drawing Meaning From the Particulars of the Complimenting Experience

Correspondence analysis is a descriptive/exploratory technique designed to analyze simple two-way and multi-way tables containing some measure of correspondence between the rows and columns. The analysis yields results similar in nature to that produced by Factor Analysis techniques. In addition, the analysis allows one to explore the structure of categorical variables included in the data table.

In a typical correspondence analysis, a cross-tabulation table of frequencies is first standardized so that the relative frequencies across all cells sum to 1.0. One way to state the goal of a typical analysis is to graph the entries in the table of relative frequencies in terms of the distances

Figure 2
The Resultant Five Themed Structural Equation Model of Consumer Complimenting Behavior



between individual rows and/or columns in a low-dimensional space. (StatSoft, Inc., 2004; Whitlark and Smith, 2001).

In addition to the 17 motivations for complimenting behavior, participants self-coded a variety of questions relating to their experience. Correspondence analysis was used to analyze twelve of these key questions with respect to the 5 previously discussed themes. The twelve questions are:

1. What sex was the person you complimented? (Question 19)
2. Why were you interacting with the seller? (Question 21)
3. Was your compliment given to your contact person or to a third party or both? (Question 22)
4. If your compliment was given because the seller did more than required, how great was the imposition on the seller to which you gave the compliment? (Question 25)
5. How much effort did you go to to give the compliment? (Question 26)
6. To what did your compliment refer? (Question 27)
7. How strongly did the person or store react to the compliment? (Question 30)
8. If there were emotions or feelings while giving the compliment, how strong were they? (Question 40)
9. Compliments sometimes occur to encourage the seller or business to perform their job better. Was this true of

- your compliment? (Question 41)
10. Compliments sometimes occur to “make the person’s day a little brighter,” and not because the performance was complimentable. Was this true of your compliment? (Question 42)
 11. How strong was your compliment? (Question 47)
 12. How strongly motivated were you to give your compliment? (Question 48)

The five themes derived from the 15 Kraft and Martin complimenting motives were used in the analysis for each question, using the combined dataset of Study 1 and Study 2, validated by the comparative SEM analysis. The results for each of the twelve questions are shown graphically in Appendix 3. When interpreting a correspondence analysis graph it is important to keep in mind that it is used as a guide to understand relationships between variables. The distances between variables are representative of the strength of the relationship between those variables. The correspondence analysis charts require substantial space to print. They are referred to in the paper, but are presented only in the online version of the journal at www.csdc.org.

The results for the correspondence analysis will be discussed according to each of the five themes to better understand the set of consumer experiences underlying each type of compliment.

Theme One, Improve: Compliments given by consumers intending to improve the current or future relationship have the following characteristics:

1. Given to males.
2. Regarding complaining.
3. Given to contact person.
4. No imposition on the seller.
5. Required no effort by the consumer.
6. Referred to a favor or reward.
7. Strong reaction from the seller or store.
8. Slight to somewhat positive emotions.
9. Slightly yes to encourage performance.
10. Definitely yes to “make the person’s day a little brighter”.

11. Not a strong compliment.
12. Not at all motivated.

Theme Two, Sociable: Compliments given by consumers as polite or sociable courteous responses have the following characteristics:

1. Given to females.
2. Regarding complaint or a correction.
3. Given to contact person.
4. Indeterminate.
5. Substantial effort by the consumer.
6. Compliment given with respect to some special effort and/or additional service.
7. Strong reaction from the seller or store.
8. Somewhat positive emotions.
9. Indeterminate.
10. Definitely yes to “make the person’s day a little brighter”.
11. Somewhat to slightly strong compliment.
12. Slightly to not at all motivated to give the compliment.

Theme Three, Delight/Effort: Compliments given from consumers delighted by the seller’s effort to serve have the following characteristics:

1. No gender difference.
2. Regarding shopping, and/or repair.
3. Given to contact person.
4. Small or Substantial imposition on the seller.
5. Very little to some effort by the consumer to give the compliment.
6. Compliment given with respect to some special effort and/or additional service.
7. Mild reaction to compliment.
8. Very positive emotions.
9. Definitely No, for compliment given to encourage to perform better.
10. Definitely No, to “make the person’s day a little brighter”.
11. Slightly to very strong compliment.
12. Very motivated or Slightly motivated to give the compliment.

Theme Four, As A Vote: Compliments given by consumers as a vote to continue high

involvement or extraordinarily important special services or products have the following characteristics:

1. No gender difference.
2. Regarding buying..
3. Both contact and third party.
4. Small imposition to the seller.
5. Very little to some effort by the consumer to give the compliment.
6. Compliment given with respect to service, given as part of job and with respect to some special effort and/or additional service.
7. No reaction to compliment.
8. Very positive emotions.
9. Definitely No to Slightly No, for compliment given to encourage to perform better.
10. Slightly No, to “make the person’s day a little brighter”.
11. Very strong compliment given.
12. Very strong motivation to give the compliment.

Theme Five, Satisfaction: Compliments given by consumers who are greatly satisfied have the following characteristics:

1. Male oriented.
2. Concerns buying.
3. Indeterminate.
4. No to moderate imposition to the seller
5. Indeterminate.
6. Compliment given with respect to service given as part of job and/or for a reward.
7. Moderate reaction to compliment.
8. Indeterminate.
9. Definitely No, for given to encourage performing better.
10. Definitely No, to “make the person’s day a little brighter”.
11. Slightly strong compliment.
12. Slightly to somewhat strong motivation to give the compliment.

The correspondence analysis shows the different patterns associated with each of the five

themes of consumer complimenting behavior. For the readers convenience the results have been organized in Table 9 which provides a more concise understanding of each pattern.

Logistic Regression: Drawing Meaning From the Particulars of a Consumer Complimenting Theme and Consumer Behavior

Additional questions were asked participants about certain consumer behaviors before and after their complimenting experience. All responses in this portion of the study were reported as “Yes” or “No” and thus do not lend themselves to a correspondence analysis. The consumer behaviors in question for this portion of the research were:

- Involvement after the compliment. (Question 31)
- Purchased after the compliment. (Question 32)
- Intent to purchase after the compliment. (Question 33)
- Positive word of mouth after the compliment. (Question 34)
- Loyal before the compliment. (Question 35)
- Loyal after the compliment. (Question 36)
- Friends before the compliment. (Question 37)
- Friends after the compliment. (Questions 38)
- Emotion or feelings while giving the compliment? (Question 39)

A Logistic Regression was performed on the five themes from combined data for each consumer behavior question. Regression beta weights and *p* values are shown in parentheses for each analysis.

Complimenting Reasons That Predict a Consumer’s Involvement With the Contact Person After the Compliment.

- To improve and/or continue the current and future standard of service (.797, $p < .001$)
- A polite and sociable response (-.643,

Table 9
Correspondence Analysis Summary Table

#	Question	Improve Male	Sociable Female	Delight/Effort	Vote	Satisfaction
1	What sex was the person you complimented?	Male	Female	No gender difference	No gender difference	Male
2	Why were you interacting with the seller?	Complaint	Complaint or Correction	Shopping and/or Repair	Buying	Buying
3	Was your compliment given to your contact person or to a third party or both?	Contact person	Contact person	Contact person	Both contact and third party	Indeterminate
4	If your compliment was given because the seller did more than required, how great was the imposition on the seller to which you gave the compliment?	No imposition	Indeterminate	Substantial to Moderate imposition	Small imposition	Indeterminate
5	How much effort did you go to to give the compliment?	No effort	Substantial effort	Very little to	Very little to	Indeterminate
6	To what did your compliment refer?	Favor or reward	Something special, more than normal for	Something special, more than normal for	Service given as part of job & / or additional service	Service given as part of job & / or reward
7	How strongly did the person or store react to the compliment?	Strong reaction	Strong reaction	Mild reaction	No reaction	Moderately strong reaction
8	If there were emotions or feelings while giving the compliment, how strong were they?	Slight to somewhat strong	Somewhat strong	Very positive	Very positive	Indeterminate
9	Compliments sometimes occur to encourage the seller or business to perform their job better, was this true of your compliment?	Slightly yes to definitely yes	Definitely yes to slightly yes	Definitely no	Definitely no to slightly no	Definitely no to slightly no
10	Compliments sometimes occur to "make the person's day a little brighter" and not because the performance was complimentable, was this true of your compliment?	Definitely yes	Indeterminate	Definitely no	Slightly no	Definitely no
11	How strong was your compliment?	Not strong	Somewhat to	Slightly to very	Very strong	Slightly strong
12	How strongly motivated were you to give your compliment?	Not motivated	Slightly to not at all motivated	Very motivated	Very motivated	Slightly to somewhat

- p<.01)
- Convey satisfaction concerning the performance or service rendered (.224, p<.001)

These three reasons predict with 67.2% accuracy or 17.2% better than chance alone. Consumers who compliment to improve the future relationship with the seller are more likely to be involved with the contact person in the future.

Complimenting Reasons Associated With Consumers Who Have Purchased After Giving the Compliment.

No significant findings.

Complimenting Reasons Associated With Intent to Purchase After the Compliment.

- A polite and sociable response (-.938, p<.01)
- Used as a vote for a type of service or to express/convey something important (1.116, p<.001)
- Convey satisfaction concerning the performance or service rendered (.347, p<.01)

These reasons predict with 92.7% accuracy, or 42.7% better than chance alone. When a consumer compliments a business as a vote to continue a service or product, they are more likely to intend to purchase from that establishment again. Additionally, a consumer is more likely to purchase after a compliment if that compliment was not given as a sociable response.

Complimenting Reasons Associated With Positive Word of Mouth After the Compliment.

- A polite and sociable response (-1.126, p<.001)
- Act of recognizing the effort extended regarding the service or performance rendered (.781, p<.01)
- Used as a vote for a type of service or to

express/convey something important (1.047, p<.001)

- Convey satisfaction concerning the performance or service rendered (.387, p<.001)

These four reasons predict 82.2% or 32.2% better than chance alone. Compliments arising from delight, satisfaction, as a vote, and high involvement/important issues are significantly predictive of positive word of mouth. Conversely, a consumer is more likely to give positive word of mouth about the interaction if the compliment was not given as a sociable response.

Complimenting Reasons Associated With Loyal Before the Compliment.

- A polite and sociable response (.386, p<.05)
- Act of recognizing the effort extended regarding the service or performance rendered (-.590, p<.001)

These two reasons account for 61.9% or 11.9% better than chance alone. Compliments arising out of satisfaction commonly come from loyal customers. Loyal consumers are more likely to give a compliment if the subject of the compliment is not extraordinarily important, or if the seller has gone out of their way to serve them.

Complimenting Reasons Associated With Loyal After the Compliment.

- To improve and/or continue the current and future standard of service (.445, p<.05)
- A polite and sociable response (-1.007, p<.001)
- Act of recognizing the effort extended regarding the service or performance rendered (.654, p<.01)
- Used as a vote for a type of service or to express/convey something important (.654, p<.01)
- Convey satisfaction concerning the performance or service rendered (.152,

$p < .05$)

All five reasons account for 67.9% or 17.9% better than chance alone. Consumer loyalty increases when the customer experiences delight or satisfaction from the exchange. Additionally, consumers who compliment for the purpose of improving the future relationship and/or as a vote are more likely to become loyal customers than those who do not.

Complimenting Reasons Associated With Friends Before the Compliment.

- To improve and/or continue the current and future standard of service (.740, $p < .01$)
- Act of recognizing the effort extended regarding the service or performance rendered (-.629, $p < .01$)
- Convey satisfaction concerning the performance or service rendered (.242, $p < .05$)

These three reasons account for 91.0% or 41.0% better than chance alone. Consumers who are friends currently with the business or seller compliment to maintain that relationship.

Complimenting Reasons Associated With Friends After the Compliment.

- To improve and/or continue the current and future standard of service (.945, $p < .001$)

This reason predicts with 82.6% accuracy or 32.6% better than chance alone. Similar to the previous consumer behavior, those consumers who compliment are more likely to become and/or stay friends after the compliment.

Complimenting Reasons Associated With "Did You Feel Any Emotion or Feelings While Giving the Compliment?"

- To improve and/or continue the current

and future standard of service (-1.029, $p < .001$)

- Used as a vote for a type of service or to express/convey something important (.949, $p < .001$)

These two reasons predict with 76.4% accuracy or 26.4% better than chance alone. Consumers are less likely to feel any emotion or feelings when giving a compliment if it is associated with improving the current and future standard of service. Consumers are more likely to feel emotion or feelings when giving a compliment if it is used as a vote to continue a service or express/convey something important.

According to the results of the logistic regression, the consumer complimenting themes can be summarized as follows (see Table 10 for a concise summary):

Theme One, Improve, has the following characteristics:

- Involvement with the Contact Person after the compliment.
- Loyal after the compliment.
- Friends before the compliment.
- Friends after the compliment.
- No Emotions or Feelings where present while giving the compliment

Theme Two, Sociable, has the following characteristics:

- No Involvement with the Contact Person after the compliment
- No Intent to Purchase after the compliment
- No Positive Word of Mouth after the compliment
- Loyal before the compliment
- No loyalty after the compliment

Theme Three, Delight/Effort, has the following characteristics:

- Positive Word of Mouth after the compliment
- No Loyalty before the compliment

- Loyalty after the compliment
- Not Friends before the compliment

Theme Four, As A Vote, has the following characteristics:

- Intent to Purchase after the compliment
- Positive Word of Mouth after the compliment
- Loyalty after the compliment
- Emotions or Feelings where present while giving the compliment

Theme Five, Satisfaction, has the following characteristics:

- Involvement with the Contact Person after the compliment
- Intent to Purchase after the compliment
- Positive Word of Mouth after the compliment
- Loyalty after the compliment
- Friends before the compliment.

Similar to the correspondence analysis, the logistic regression shows clear differences in consumer behaviors across the 5 consumer complimenting themes. In summary, this analysis leads one to believe that consumers are more likely to be loyal customers and provide positive word of mouth if the compliment is deserved rather than a sociable response.

SUMMARY AND CONCLUSION

Based on researcher coded information from consumers telling about a specific complimenting story, Kraft and Martin (2001) originally presented, and Payne et. al. (2002) confirmed the existence of, eight motivations underlying consumer complimenting behavior. In two additional studies that are the basis for the current paper, one a paper-based survey and the other an online-based survey, participants reported a personal complimenting experience and then completed a questionnaire based on the coding protocol used for the Payne et. al. (2002) study. The participants coded their own information rather than a researcher coding it based on the

Table 10
Logistic Regression Summary Table*

Question #	Print	Improve	Sociable	Delight	Vote	Satisfaction
32	Involvement after the compliment	X	- X			X
33	Have purchased after the compliment					
34	Intent to purchase after the compliment		- X		X	X
35	Positive word of mouth after the compliment		- X	X	X	X
36	Loyal before the compliment		X	- X		
37	Loyal after the compliment	X	- X	X	X	X
38	Friends before the compliment	X		- X		X
39	Friends after the compliment	X				
40	Emotion or feelings felt while giving the compliment	- X			X	

* X = positive direction; - X = negative direction

researcher's interpretation of the participant's complimenting story. While the researcher coded studies exhibited high agreement, the participant coded studies had different findings yielding similarly high agreement. Given the similarity of sampling frames and the identical questionnaire items, the differences are most easily attributed to the coder, that is, to the researcher or the participant.

Factor analysis, structural equation modeling, correspondence analysis, and logistic regression were used to more completely understand the themes and meanings of the participant coded data. Factor analysis showed a somewhat common five and six factor solution for the two studies. Separately, and then combined, a five themed structural equation model is successful in representing the motivations behind consumer complimenting behavior. Correspondence analysis examined the correspondence between the five themes and twelve selected research questions, clearly showing that the themes are different from each other. Logistic Regression examined the five themes in regard to several consumer behaviors, showing that the different themes were associated with different consumer behaviors.

This paper presents an alternative view for studying and understanding consumer complimenting behavior. Based on researcher coded data, Kraft and Martin (2001) and Payne et al (2002) present evidence supporting the eight motivations underlying consumer complimenting behavior. This paper contributes a second view of consumer complimenting behavior - the consumer's view. Substantial analysis suggests that the consumer view provides a rich understanding of the consumer motivations underlying consumer complimenting behavior.

The Payne et. al. (2002) 17 motivations based on Kraft and Martin's (2001) eight motivations underlie all of the current research. Thus the findings in this study are an elaboration and extension beyond their earlier work. The current work presents additional understanding of the motives underlying consumer complimenting behavior.

The research here has shown that

complimenting is not as simple as it may seem. The findings suggest that polite and sociable motivations for complimenting do not reveal any information about a consumer's future purchasing behavior. Consumers who are intent on making a difference for them and/or other consumers will offer a compliment as a vote for, or to emphasize, a behavior or set of actions taken by an individual or organization.

The surprising finding was that compliments motivated by great satisfaction are independent of compliments motivated by delight. This is contrary to the findings of Kraft and Martin (2001) and Payne et. al. (2002).

From the consumer's perspective, compliments can be seen as a correct social comment that is intended to reward a certain desirable behavior from the business, similar to operant and classical conditioning found in Behaviorism. Just as businesses are trying to shape consumer behaviors, consumers are trying to shape business behaviors.

Businesses sometimes use complaints as a guide for adjusting to consumer demands to increase loyalty and satisfaction. Another clue to understanding consumer satisfaction and loyalty is found within how consumers are complimenting the actions of the business and their employees. For example, it is a common occurrence in call centers to ask for feedback, positive or negative, concerning the service just rendered. If businesses take action on the complaints, they are only listening to half of what consumers are telling them. Action taken on compliments is future-oriented and does not present an immediate solution to a problem. Businesses might look at this feedback as a pat on the back and not as an opportunity to improve service and increase customer satisfaction and loyalty. Companies choosing to increase consumer satisfaction and loyalty should use complaints as information to evaluate the current system, and use consumer compliments as "early alert" information for creating the future system to serve customers.

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Appendix I**CONSUMER COMPLIMENTS STUDY CONSUMER BEHAVIOR STUDENTS****INSTRUCTIONS TO PARTICIPANTS**

(The Print and Online versions are identical, this is the print version)

There are lots of stories told about consumers complaining to stores or companies or sales people about something that the consumer didn't like. Often the complaints are very justified.

We don't hear very many stories about consumers complimenting stores or companies or sales persons.

Our class research project this semester is to gather consumers' stories about when they personally have complimented sellers — either individuals or companies.

A compliment is different from a gratitude statement. "Thank You" or "Thanks" is a gratitude statement. A compliment expresses something positive about the seller or product or store.

Please tell us two or three stories of when you have personally complimented a seller.

Please include lots of detail in your story so we can fully understand everything that happened. For example:

Were you buying something? or returning something?

Were you shopping for something?

What happened that led you to give the compliment?

Did you give the compliment face-to-face? by phone? by letter?

Tell us in detail about the compliment you gave?

How did the person or store react to the compliment?

What kind of involvement have you had with the person or store since you gave the compliment?

Tell us everything you can remember about the complimenting experience.

And, very important, tell us about your feelings during this complimenting experience.

For each story, tell us how old you were at the time of the story and how old you are now.

How long should each story be? As long as it takes you to tell us all about it. (smile) If you are

wondering whether to include some bit of information, definitely include it.

After each story we ask for specific information about the complimenting experience. Please answer each question.

Thank you for your help.

Cordially,

Professor H. Keith Hunt and the Students in the Consumer Behavior Class.

If you have any questions please contact Professor Hunt at:

Phone: (home) XXX-XXX-XXXX mornings and evenings (in class in afternoon) Fax: XXX-XXX-XXXX Email: XXX@XXXXXXXX.XXX

Appendix II

QUESTIONNAIRE

(The Print and Online versions are identical, this is the print version)

Remember that our class is a Consumer Behavior class. Your compliment has to be a CONSUMER BEHAVIOR compliment.

Consumer behavior includes the mental, emotional, and physical activities that people engage in when selecting, purchasing, using, and disposing of products and services to satisfy needs and desires, (textbook definition)

These are compliments given when you are shopping for something, buying something, consuming something, using something, even getting rid of something.

We can not use compliments given because someone looks nice, gave a nice party, has a nice car or house, or did you a favor, because these are not consumer compliments.

The compliment has to be given by you as an individual in your own personal life, not while you were representing a business or organization.

VERY IMPORTANT! This HAS to be a COMPLIMENT story. Simply saying "Thanks" or "Thank You" is not a compliment, it is an expression of gratitude. A compliment is usually spoken, sometimes written, commenting on something positive about the seller or product or store. "You were very helpful" is a compliment statement. "Thanks for your help" is a gratitude statement. A combination of compliment and gratitude statement is okay, as long as one part is clearly a compliment. "The paint job is excellent; thanks for doing such a nice job," is a combination of compliment and gratitude statement. For this research project the gratitude statement doesn't matter. Our only focus is on the compliment.

MY COMPLIMENTING STORY

Write your story here:

<Substantial space was provided for the story, whereas the Online questionnaire had an expandable essay box)

There are many different reasons for giving a compliment. In our class research project two years ago the people who helped us by providing complimenting stories mentioned the following reasons for giving their compliments.

One of the most important parts of our class research project this semester is to ask each person to tell us the reasons they gave the compliment. For each compliment there may be only one reason, or there may be several reasons.

For each compliment story, please write the number in the space at the start of the question letting us know the degree to which each reason applied to your compliment. Be sure you answer every question.

MY REASONS FOR GIVING THIS COMPLIMENT

1=not this reason at all

2=slightly this reason

3=somewhat this reason

4=definitely this reason

1. I gave my compliment because I was delighted (surprised plus great satisfaction)
 2. I gave my compliment because of my great satisfaction (but lacking surprise).
 3. I gave my compliment because the seller tried so hard to serve me.
 4. I gave my compliment to reassure myself that I made a good choice.
 5. I gave my compliment because I was seeking a positive response from the seller.
 6. I gave my compliment in response to the seller's positive comment.
 7. I gave my compliment as a polite response, to be socially acceptable, or as a courteous thing to do.
 8. I gave my compliment intending to improve my CURRENT relationship with the seller.
 9. I gave my compliment intending to improve my FUTURE relationship with the seller or to be recognized by the seller.
 10. I gave my compliment hoping to improve future service for others.
-

11. I gave my compliment to be a role model for other people so they would give compliments.
12. I gave my compliment because I enjoy giving compliments.
13. I gave my compliment because it was about something that was high involvement or extraordinarily important to me.
14. I gave my compliment as a vote to continue their special service or product.
15. I was primarily giving a complaint and I gave my compliment paired with the complaint to buffer or soften the complaint.
16. I gave a flattering, ingratiating compliment primarily because I felt like flattering the person, not for any kind of personal gain.
17. I gave a flattering, ingratiating compliment primarily hoping to get something in return, I was hoping for gain.

NOW WE FINISH THE QUESTIONNAIRE WITH LOTS OF SPECIFIC QUESTIONS ABOUT YOUR COMPLIMENT. WHEN YOUR ANSWERS ARE COMBINED WITH THE ANSWERS FROM THE MANY OTHER RESPONDENTS WE HOPE THEY WILL GIVE US A RICHER MORE COMPLETE UNDERSTANDING OF CONSUMER COMPLIMENTING BEHAVIOR.

18. How old were you when you gave this compliment?
19. What sex was the person you complimented?
 - 1=female
 - 2=male
 - 3=not a person
20. What was the approximate age of the person you complimented?
21. Why were you interacting with the seller?
 - 1=buying something
 - 2=returning/exchanging something
 - 3=shopping for something
 - 4=complaining
 - 5=correcting mistake by seller
 - 6=returning for repair
 - 7= other - describe:

WE NEED A TERM TO REPRESENT ALL THE DIFFERENT KINDS OF INDIVIDUALS TO WHICH A CONSUMER MIGHT GIVE A COMPLIMENT. "YOUR CONTACT PERSON" IS WHAT WE CALL THE PERSON WITH WHOM YOU ARE DIRECTLY INTERACTING. "THIRD PARTY" IS WHAT WE CALL SOMEONE OTHER THAN "YOUR CONTACT PERSON." Examples: In a restaurant your waiter/waitress is your contact person and the manager is a third party. In a store the sales clerk is your contact person and the manager is a third party. In buying an automobile the salesman is

your contact person and the manager is a third party. A third party is anyone, other than your contact person, who represents the seller.

22. Was your compliment given to your contact person or to a third party?
 - 1=given to contact person
 - 2=given to third party
 - 3=given to both the contact person and to third party

 23. If you gave the compliment to a third party who was a person, what was the approximate age of the third party?

 24. If you gave the compliment to a third party who was a person, what was sex of the third party?
 - 1=female
 - 2=male
 - 3=not a person (company or organization)

 25. If your compliment was given because the seller did more than required, how great was the imposition on the seller to which you gave the compliment?
 - 1=no imposition, just doing job
 - 2=small imposition - a little more than just doing job
 - 3=moderate imposition - somewhat more than just doing job
 - 4=substantial imposition - a lot more than just doing job.

 26. To how much effort did you go to give the compliment?
 - 1=no effort
 - 2=very little effort
 - 3=some effort
 - 4=substantial effort

 27. To what did your compliment refer?
 - 1=gift given
 - 2=something special, not part of job, more than normal for job
 - 3=reward given
 - 4=service given as part of job
 - 5=favor given
 - 6=other - explain:

 28. For a compliment given to your contact person, did you give the compliment face-to-face, by phone, or by letter/email?
 - 0=not given to my contact person
 - 1=face-to-face
 - 2=by phone
 - 3=by letter or email
 - 4=face-to-face plus phone
 - 5=face-to-face plus letter/email
 - 6=phone plus letter/email
 - 7=face-to-face plus phone plus letter/email
 - 8=other
-

29. For a compliment given to a third party, did you give the compliment face-to-face, by phone, or by letter/email?
0=not given to third party
1=face-to-face
2=by phone
3=by letter or email
4=face-to-face plus phone
5=face-to-face plus letter/email
6=phone plus letter/email
7=face-to-face plus phone plus letter/email
8=other
30. How strongly did the person or store react to the compliment?
1=no reaction
2=mild reaction
3=moderately strong reaction
4=strong reaction
5=gushing super-strong reaction.
31. Have you had any involvement with your contact person after the compliment was given?
1=no 2=yes
32. Have you purchased from your contact person or the business after giving the compliment?
1=no 2=yes
33. When the opportunity next arises do you intend to purchase from this contact person or business again?
1=no 2=yes
34. Have you given positive word of mouth about your contact person or business after giving the compliment?
1=no 2=yes
35. Were you already a loyal/repeat customer of your contact person or business BEFORE giving the compliment?
1=no 2=yes
36. If you were not already a loyal/repeat customer, have you become a loyal/repeat customer of your contact person or business AFTER giving the compliment?
1=no 2=yes
37. Were you friends with your contact person BEFORE you gave the compliment?
1=no 2=yes
38. Have you become friends with your contact person AFTER giving the compliment?
1=no 2=yes
39. Did you feel any emotion or feelings while giving the compliment?
-

1=no 2=yes

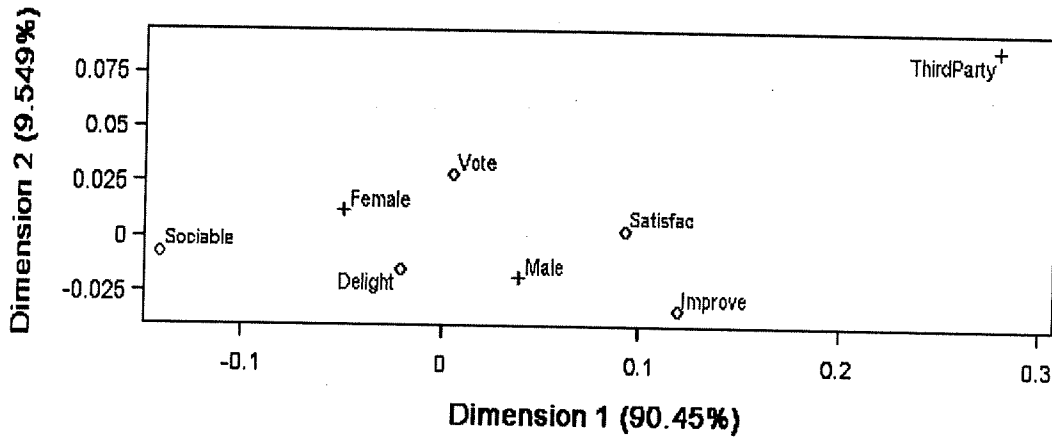
40. If you did feel any emotions or feelings while giving the compliment, how strong were they?
1=slightly positive
2=somewhat positive
3=very positive
41. Sometimes consumers compliment their contact person primarily to encourage them to perform their job better. Was that true at all for your compliment?
1=definitely no
2=slightly no
3=slightly yes
4=definitely yes
42. Sometimes consumers compliment their contact person primarily to "make the person's day a little brighter," not because their performance was complimentable. Was that true at all for your compliment?
1=definitely no
2=slightly no
3=slightly yes
4=definitely yes
43. Sometimes consumers compliment their contact person primarily to make consumers feel better because they gave the compliment, not because the contact person's performance was complimentable. Was that true at all for your compliment?
1=definitely no
2=slightly no
3=slightly yes
4=definitely yes.
44. Was your compliment given for your first interaction with this contact person seller or had you interacted with this seller before?
1=first time
2=more than one time
45. Was your compliment given for service only, for a combination of service and product, or for product only?
1=service only
2=mostly service, some product
3=equally combined service and product
4=mostly product, some service
5=product only
46. When you gave your compliment did you expect some type of immediate reply?
1=no 2=yes
47. How strong was your compliment?
1=not strong at all
2=slightly strong
3=somewhat strong
4=very strong
48. How strongly motivated were you to give your compliment?
-

- 1=not at all motivated
- 2=slightly motivated
- 3=somewhat motivated 4=very motivated

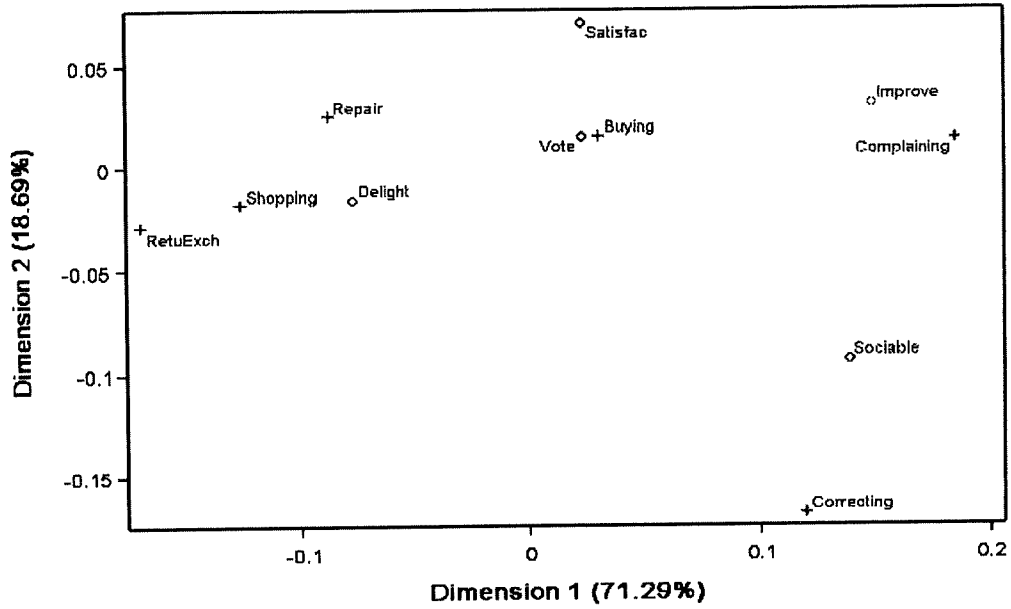
49. Was the focus of your compliment primarily on the business and quality of product/service, primarily on the employee's quality of service, or primarily because your contact person was personal and friendly.
- 1=primarily on the business, quality of product/service
 - 2=primarily on the employee, quality of service
 - 3=primarily on the employee being personal and friendly
 - 4=both business/product and employee/service

Appendix III

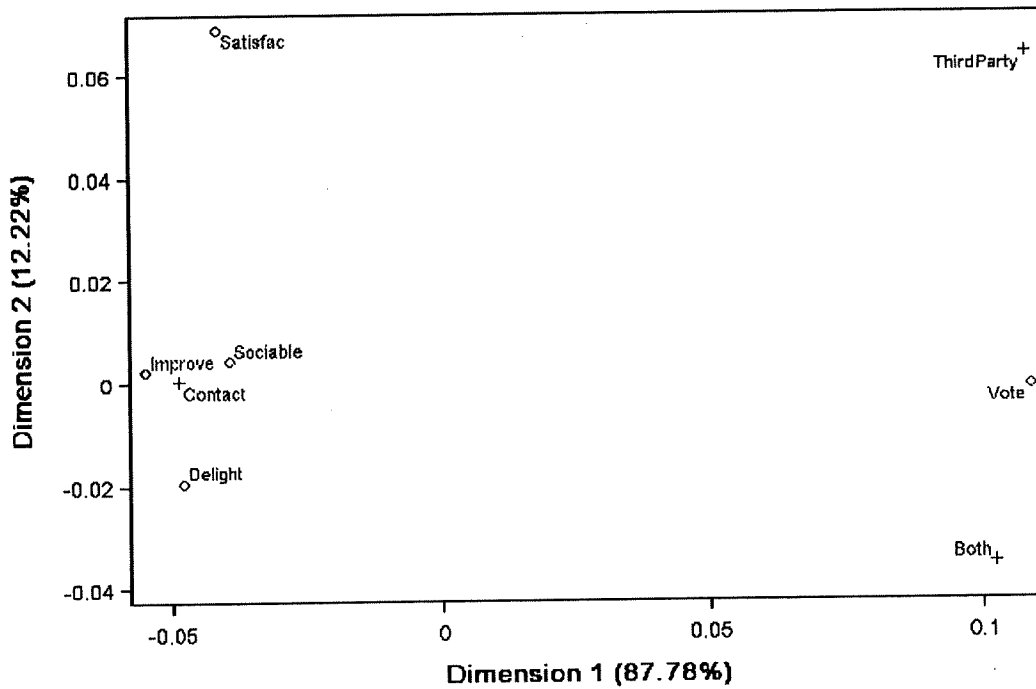
The following graph shows the correspondence analysis for the question, "What sex was the person you complimented?"



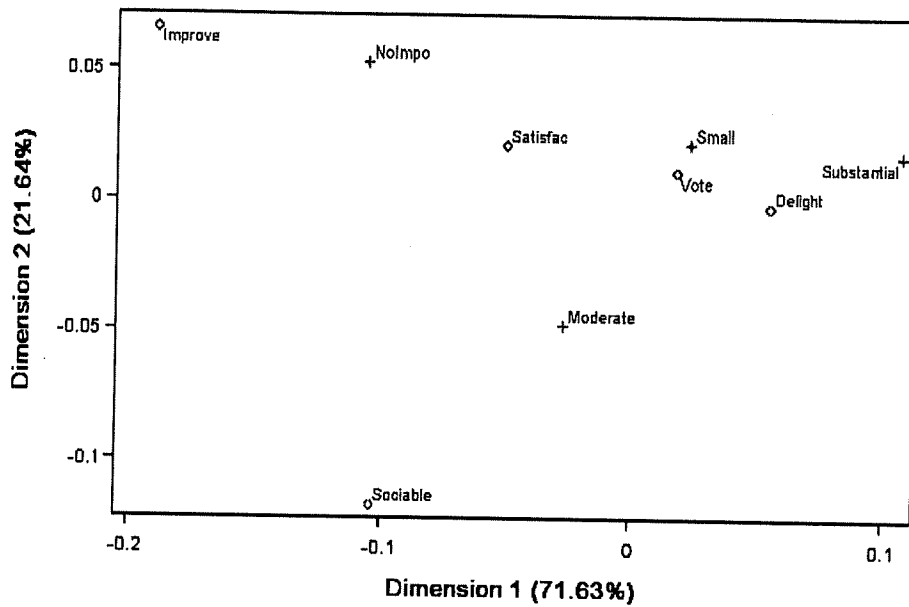
The following graph shows the correspondence analysis for the question, "Why were you interacting with the seller?"



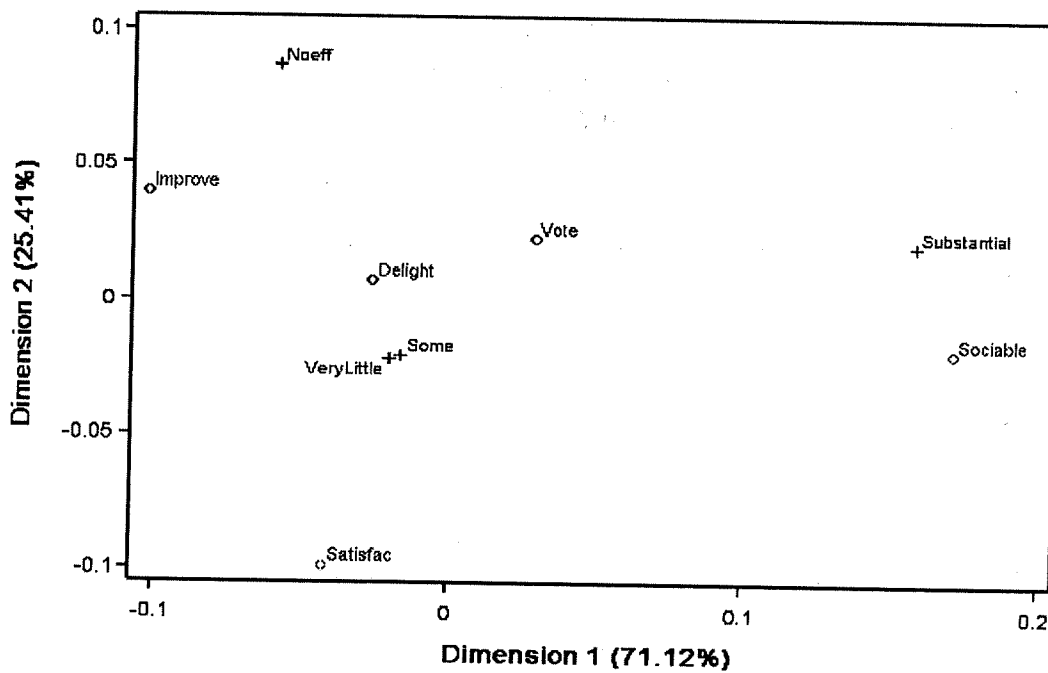
The following graph shows the correspondence analysis for the question, "Was your compliment given to your contact person or to a third party or both."



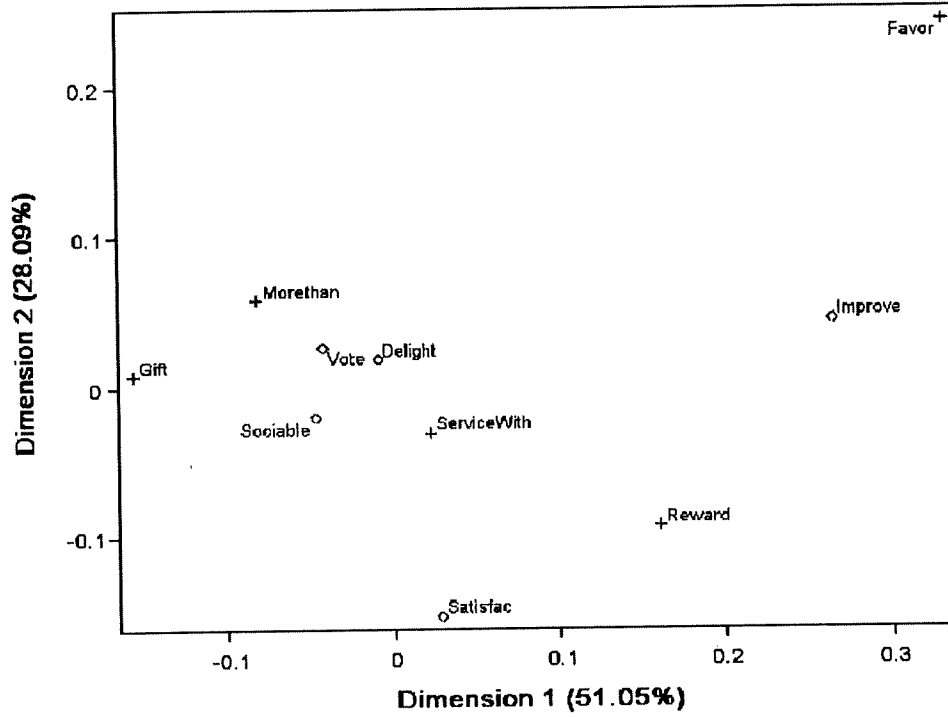
The following graph shows the correspondence analysis for the question, "If your compliment was given because the seller did more than required, how great was the imposition on the seller to which you gave the compliment?"



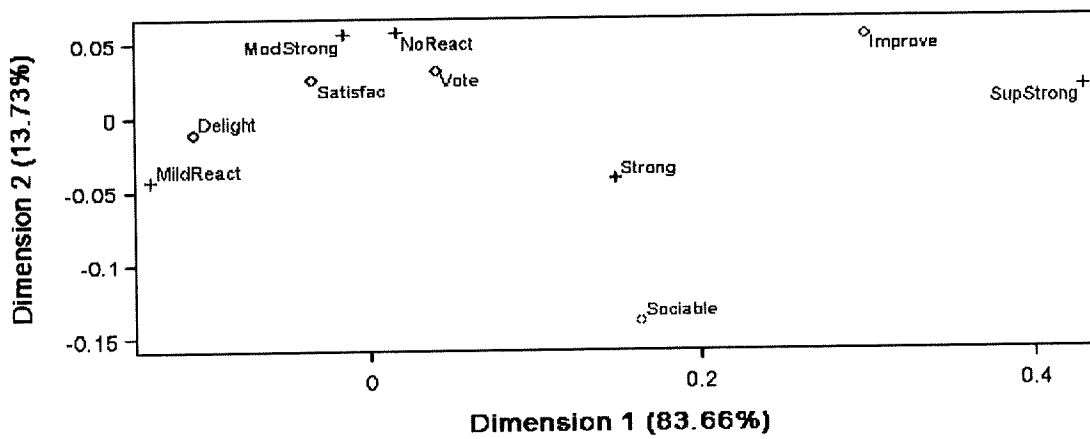
The following graph shows the correspondence analysis for the question, "How much effort did you go to to give the compliment?"



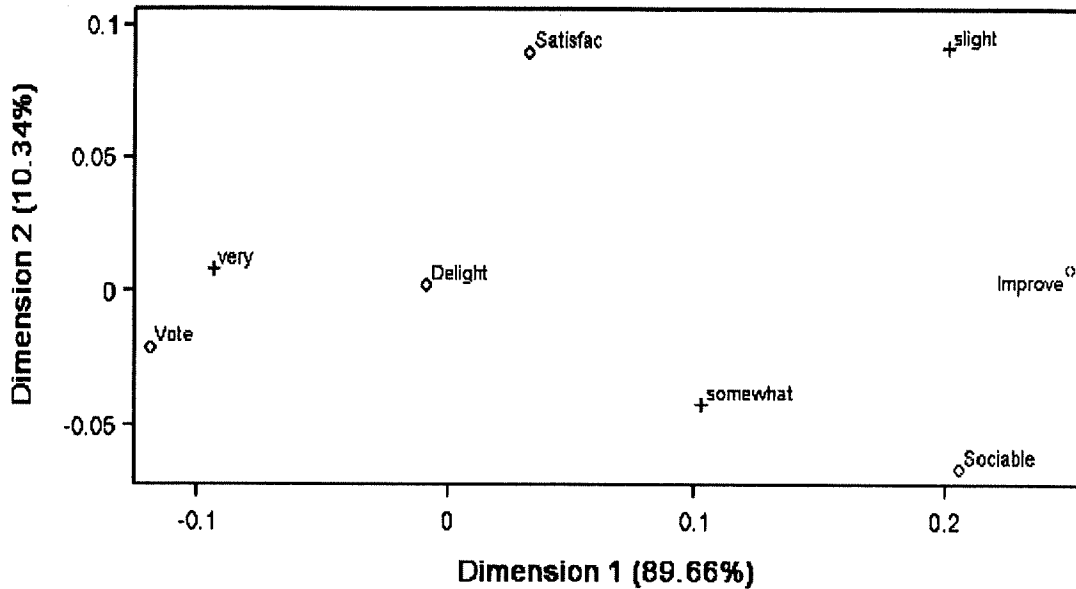
The following graph shows the correspondence analysis for the question, "To what did your compliment refer?"



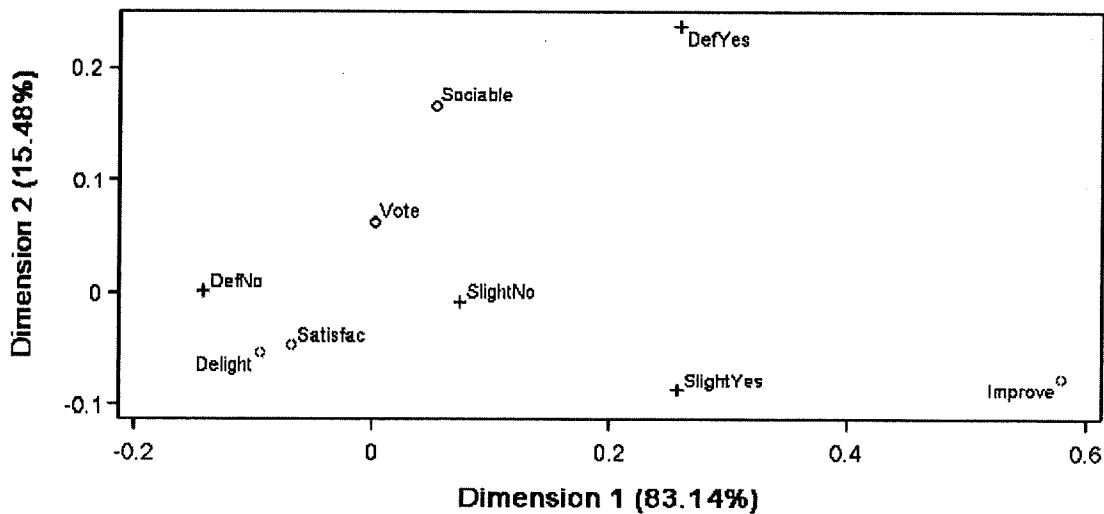
The following graph shows the correspondence analysis for the question, "How strongly did the person or store react to the compliment?"



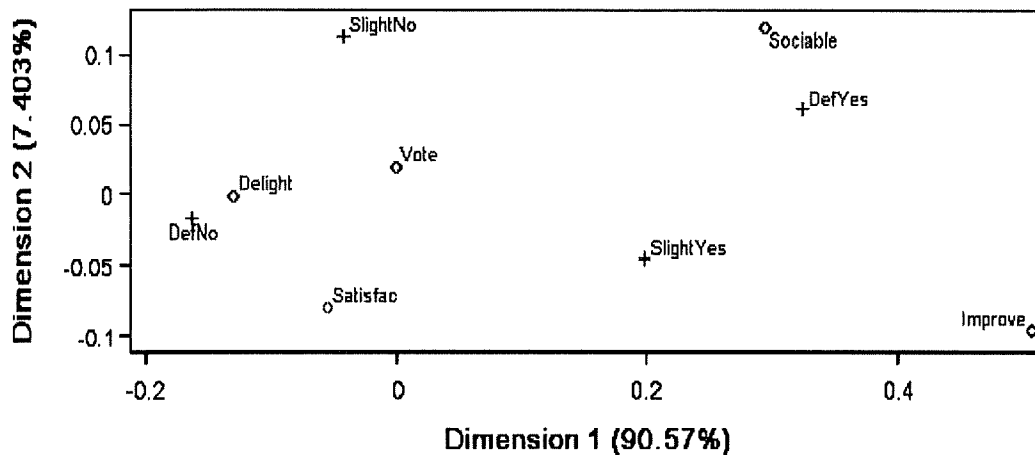
The following graph shows the correspondence analysis for the question, "If you did feel any emotions or feelings while giving the compliment, how strong were they?"



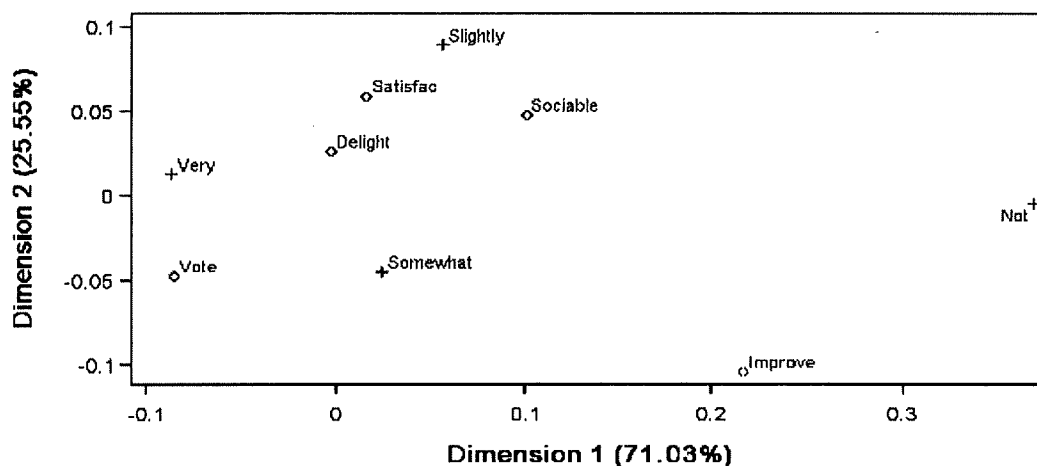
The following graph shows the correspondence analysis for the question, "Sometimes consumers compliment their contact person primarily to encourage them to perform their job better. Was that true for you compliment?"



The following graph shows the correspondence analysis for the question, “Sometimes consumers compliment their contact person primarily to ‘make the person’s day a little brighter,’ not because their performance was complimentable. Was that true at all for your compliment?”



The following graph shows the correspondence analysis for the question, “How strong was your compliment?”



The following graph shows the correspondence analysis for the question, "How strongly motivated were you to give your compliment?"

