Forrest V. Morgeson III, Ph.D.

Interim Chairperson and Associate Professor, Department of Marketing
Eli Broad College of Business, Michigan State University
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BIOGRAPHY

Forrest V. Morgeson III is Associate Professor in the Department of Marketing, Eli Broad College of Business, Michigan State University. He serves as the Interim Chairperson for the Department of Marketing and as the Co-Director of the Doctoral Program in Marketing. Dr. Morgeson teaches marketing management, marketing strategy, and marketing research courses to graduate students. Dr. Morgeson's past position was Director of Research at the American Customer Satisfaction Index (ACSI), where he managed ACSI's academic research and team of researchers, advanced statistical modeling and analysis, and the company's international projects and licensing program.

Dr. Morgeson's research focuses on customer satisfaction and customer experience measurement and management. His work also explores the marketing-finance interface, the impact of political identity on consumer attitudes and behaviors, and the impact of information technology on customer service delivery (e-commerce and e-government). His highly cited research (5,846 citations on Google Scholar) has been published in the leading journals in marketing, including Journal of Marketing, Journal of Marketing Research, Marketing Science, Journal of International Business Studies, Journal of the Academy of Marketing Science, Harvard Business Review, Journal of Retailing, Journal of Service Research, International Journal of Research in Marketing, and Journal of International Marketing, along with several publications in the leading journals in public administration and management. Dr. Morgeson has recently published two books: *Citizen Satisfaction: Improving Government Performance, Efficiency, and Citizen Trust* (Palgrave Macmillan, 2014), and *The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction* (Palgrave Macmillan, 2020). In addition, over the past 25 years Dr. Morgeson has served as a consultant to dozens of corporations and government agencies on consumer and citizen satisfaction topics and has delivered lectures and presentations in more than 50 countries around the world. Morgeson is regularly quoted and featured in print and radio media, including the Wall Street Journal, NY Times, NBC News, CBS News, CNN, the Washington Post, The Hill, Fortune, and Forbes, among many others.

PROFESSIONAL POSITIONS

Michigan State University, Eli Broad College of Business, Department of Marketing
2024-Present: Interim Chairperson, Department of Marketing
2023-Present: Associate Professor of Marketing
2023-Present: Co-Director, Doctoral Program in Marketing
2020-2023: Assistant Professor of Marketing

University of Pretoria, Department of Marketing Management, Faculty of Economic and Management Sciences
2026-Present: Extraordinary Professor in Marketing

American Customer Satisfaction Index, LLC
2009-2020: Director of Research and Global CSI™ Manager
2020-Present: Director of Research Emeritus

Michigan State University, Eli Broad College of Business, Department of Marketing
2016-2020: Fixed-Term Faculty of Marketing

University of Michigan, Stephen M. Ross School of Business
2002-2009: Research Scientist & Lead Statistician, National Quality Research Center

EDUCATION

Ph.D. University of Pittsburgh, 2005

RESEARCH INTERESTS

Marketing-Finance Interface
Political Identity and Marketing
Customer-Firm Relationships

- Customer Satisfaction
- Service Failure and Recovery
- Customer Experience Measurement and Management

Digital Marketing

- Social Media and Marketing Research
- E-Commerce
- E-Government

PUBLICATIONS

https://scholar.google.com/citations?user=EQtirXgAAAAJ&hl=en&oi=ao
(5,846 Citations; H-Index 26)

I. Refereed Journal Articles (*Denotes MSU Ph.D. Student)

1. Morgeson III, Forrest V., Udit Sharma, Yuyuan Pan, Ayalla Ruvio, Tomas Hult and Shana Sleep (2026). "Political Extremism and Post-Purchase Customer–Brand Relationships." ***Journal of Marketing***, In Press.

2. Ruvio, Ayalla, Farnoosh Khodokarami, Forrest V. Morgeson III and Clay Voorhees (2026). "When Rewards Connect to the Self: Unlocking Customer Engagement Through Experiential Rewards Journal of Retailing." ***Journal of Retailing***, In Press.

3. Morgeson III, Forrest V., Yufei Zhang, Pratyush Nidhi Sharma, G. Tomas M. Hult and Sunil Mithas (2026). "Does It Matter Who 'Toots the Horn' on Facebook and X? The Differential Effects of Owned and Earned Social Media on Customers' Perceptions of Firms." ***Internet Research***, In Press.

4. Sharma, Udit, G. Tomas M. Hult, Forrest V. Morgeson III, Pratyush Nidhi Sharma, Wyatt Schrock and Shana Redd Sleep (2026). "Understanding multilevel organizing: a focus of customer satisfaction on firm performance," ***Journal of Marketing Theory and Practice***, 34(1), 217-232.

5. Bradley, Daniel, Michael Mondello, Forrest V. Morgeson III, and Jared Williams (2026). "The causal effect of local product market shocks on equity holdings: Evidence from the airline industry," ***Journal of Financial Research***, 49(1), 24-47.

6. Chabowski, Brian, Peter Gabrielsson, Hult, G. Tomas M. and Forrest V. Morgeson III (2025). "Sustainable International Business Model Innovations for a Globalizing Circular Economy: A Review and Synthesis, Integrative Framework, and Opportunities for Future Research." ***Journal of International Business Studies***, 56(3), 383-402.

7. Keiningham, Timothy, Lerzan Aksoy, Alexander Buoye, An Yan, Forrest V. Morgeson III, Gina Woodall and Bart Lariviere (2025). "Customer Perceptions of Firm Innovativeness and Market Performance: A Nation-Level, Longitudinal, Cross-Industry Examination." ***Journal of Service Research***, 27(4), 475-489.
   •*Winner of the "Roland T. Rust Best Paper Award" by Journal of Service Research, 2025.*

8. Morgeson III, Forrest V., Udit Sharma*, Xiaoxu Wu*, Anita Pansari, Ayalla Ruvio and G. Tomas M. Hult (2024). "Weathering the Crash: Do Customer-Company Relationships Pay Off During Economic Crises?" ***Journal of the Academy of Marketing Science***, 52(2), 489-511.

9. Hult, G Tomas, Maria Alejandra Gonzalez-Perez, Forrest V. Morgeson III and Immanuel Azaad Moonesar (2023). "Towards a Theory of Market-Based Sustainability: Integrating Economics-Based Supply and Demand Theory with Doing Good, Warm Glow, and Price Fairness." ***Journal of Sustainable Marketing***, 4(2), 149-176.

10. Morgeson III, Forrest V., G. Tomas M. Hult, Udit Sharma* and Claes Fornell (2023). "The American Customer Satisfaction Index (ACSI): A Sample Dataset and Description." ***Data in Brief***, 48, 1-11.

11. Hult, G. Tomas M., Forrest V. Morgeson III, Udit Sharma* and Claes Fornell (2022). "Customer Satisfaction and International Business: A Multidisciplinary Review and Avenues for Research." ***Journal of International Business Studies***, 53, 1695-1733.

12. Morgeson III, Forrest V., Pratyush Sharma, Udit Sharma* and Tomas Hult (2022). "Partisan Bias and Citizen Satisfaction, Confidence and Trust in the U.S. Federal Government." ***Public Management Review***, 24(12), 1933-1956.

13. Hult, G. Tomas M. and Forrest V. Morgeson III (2020). "Marketing's Value Propositions: A Focus on Exit, Voice and Loyalty." ***AMS Review***, 10(3/4), 185-188.

14. Morgeson III, Forrest V., Tomas Hult, Sunil Mithas, Timothy L. Keiningham and Claes Fornell (2020). "Turning Complaining Customers into Loyal Customers: Moderators of the Complaint Handling – Customer Loyalty Relationship." ***Journal of Marketing***, 84(5), 79-99.

15. Whitaker, Jonathan, M.S. Krishnan, Claes Fornell and Forrest V. Morgeson III (2020). "How Does Customer Service Offshoring Impact Customer Satisfaction?" ***Journal of Computer Information Systems***, 60(6), 569-582.

16. Hult, G. Tomas M., Pratyush Sharma, Forrest V. Morgeson III and Yufei Zhang* (2019). "Antecedents and Consequences of Customer Satisfaction: Do They Differ Across Online and Offline Purchases." ***Journal of Retailing***, 95(1), 10-23.
•*Web of Science "Highly Cited Paper." Top 1% in "Economics & Business" category*

17. Sharma, Pratyush, Forrest V. Morgeson III, Sunil Mithas and Salman Aljazzaf (2018). "An Empirical and Comparative Analysis of E-Government Performance Measurement Models: Model Selection via Explanation, Prediction, and Parsimony." ***Government Information Quarterly***, 35 (4), 515-535.

18. Hult, G. Tomas M., Forrest V. Morgeson III, Neil A. Morgan, Sunil Mithas and Claes Fornell (2017). "Do Managers Know What Their Customers Think and Why?" ***Journal of the Academy of Marketing Science***, 45(1), 37-54.

19. Fornell, Claes, Forrest V. Morgeson III and Tomas Hult (2016). "Stock Returns on Customer Satisfaction Do Beat the Market: Gauging the Effect of a Marketing Intangible." ***Journal of Marketing***, 80(5), 92-107.

20. Fornell, Claes, Forrest V. Morgeson III and Tomas Hult (2016). "An Abnormally Abnormal Intangible: Stock Returns on Customer Satisfaction." ***Journal of Marketing***, 80(5), 122-125.

21. Lariviere, Bart, Timothy L. Keiningham, Lerzan Aksoy, Atakan Yalcin, Forrest V. Morgeson III and Sunil Mithas, (2016). "Modeling Heterogeneity in The Satisfaction, Loyalty Intention and Shareholder Value Linkage: A Cross-Industry Analysis at the Customer and Firm Level." ***Journal of Marketing Research***, 53(1), 91-109.

22. Morgeson III, Forrest V., Tomas Hult and Pratyush Nidhi Sharma (2015). "Cross-National Differences in Consumer Satisfaction: Mobile Services in Emerging and Developed Markets." ***Journal of International Marketing***, 23(2), 1-24.

23. Keiningham, Timothy L., Forrest V. Morgeson III, Lerzan Aksoy and Luke Williams (2014). "Service Failure Severity, Customer Satisfaction, and Market Share: An Examination of the Airline Industry." ***Journal of Service Research***, 17(4), 415-431.

24. Morgeson III, Forrest V. (2013). "Expectations, Disconfirmation and Citizen Satisfaction with the U.S. Federal Government: Testing and Expanding the Model." ***Journal of Public Administration Research & Theory***, 23(2), 289-305.

25. Morgeson III, Forrest V., David VanAmburg and Sunil Mithas (2011). "Misplaced Trust? Exploring the Structure of the E-Government-Citizen Trust Relationship." ***Journal of Public Administration Research & Theory***, 21(2), 257-283.

26. Morgeson III, Forrest V., Sunil Mithas, Timothy L. Keiningham and Lerzan Aksoy (2011). "An Investigation of the Cross-National Determinants of Customer Satisfaction." ***Journal of the Academy of Marketing Science***, 39(2), 198-215.

27. Morgeson III, Forrest V. (2011). "Comparing Determinants of Website Satisfaction and Loyalty across the e-Government and e-Business Domains." ***Electronic Government: An International Journal***. 8(2/3), 164-184.

28. Morgeson III, Forrest V. and Claudia Petrescu (2011). "Do They All Perform Alike? An Examination of Perceived Performance, Citizen Satisfaction and Trust with U.S. Federal Agencies." ***International Review of Administrative Sciences***, 77(3), 451-479.

29. Morgeson III, Forrest V. and Sunil Mithas (2009). "Does E-Government Measure up to E-Business? Comparing End-User Perceptions of U.S. Federal Government and E-Business Websites." ***Public Administration Review,*** 69(4), 740-752.

30. Fornell, Claes, Sunil Mithas and Forrest V. Morgeson III (2009). "The Statistical Significance of Portfolio Returns." ***International Journal of Research in Marketing***, 26(2), 162-163.

31. Fornell, Claes, Sunil Mithas and Forrest V. Morgeson III (2009). "The Economic and Statistical Significance of Stock Returns on Customer Satisfaction." ***Marketing Science,*** 28(5), 820-825.

32. Fornell, Claes, Sunil Mithas, Forrest V. Morgeson III and M.S. Krishnan (2006). "Customer Satisfaction and Stock Prices: High Returns, Low Risk." ***Journal of Marketing,*** 70(1), 3-14.

II. Books

1. Fornell, Claes, Forrest V. Morgeson III, G. Tomas M. Hult, and David VanAmburg (2020). ***The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction***. N.Y., N.Y.: Palgrave MacMillan.

2. Morgeson III, Forrest V. (2014). ***Citizen Satisfaction: Improving Government Performance, Efficiency, and Citizen Trust***. N.Y., N.Y.: Palgrave MacMillan.

3. Fornell, Claes, David VanAmburg, Forrest V. Morgeson III, et al. (2005). ***The American Customer Satisfaction Index at 10 Years***. Ann Arbor, MI: Stephen M. Ross School of Business.

III. Book Chapters

1. Keiningham, Timothy, Lerzan Aksoy, Alexander Buoye, An Yan, Forrest V. Morgeson III, Gina Woodall, and Bart Larivière (2025). "Return on Innovation." In ***Exploring Commercial, Social, and Digital Innovation from the Customer Perspective***, Kurtmollaiev, Seidali, Line Lervik-Olsen, Tor W. Andreassen (Eds.).

2. Redd-Sleep, Shana, Hana Pan and Forrest V. Morgeson III (2025). "Political Identity and Its Implications for Consumer Behavior and Marketing: A Review of the Emerging Literature." In ***The Routledge Handbook of Identity and Consumption***, Ruvio, Ayalla and Russell Belk (Eds.).

3. Morgeson III, Forrest V. (2011). "E-Government Performance Measurement: A Citizen-Centric Approach in Theory and Practice." In ***E-Governance and Cross-boundary Collaboration: Innovations and Advancing Tools***, Chen, Y.C. and P.Y. Chu (Eds.). Hershey, PA: IGI Global, 150-165.

4. Barcellos, Paulo and Forrest V. Morgeson III (2009). "O Valor Financiero da Satisfação do Cliente: Reflexões em Nivel Macro e Microeconômico." In ***Administracao Mercadologica: Teoria e Pesquisas – Volume 3***. Universidade de Caxias do Sul: Brasil.

5. Bryant, Barbara, Claes Fornell and Forrest V. Morgeson III (2008). ***American Customer Satisfaction Index Methodology Report***. Milwaukee, WI: American Society for Quality.

INVITED LECTURES AND CONFERENCE PARTICIPATION (RECENT)

"Repurchase Likelihood and Price Insensitivity: The Role of Political Extremism in Consumer Post-Purchase Decision-Making." Presented to the Faculty of Marketing at *KU Leuven University*, Brussels, Belgium. October 31, 2025. [Invited Lecture]

"Customer Feedback and Continuous Improvement." Presented to the *FPT School of Business & Technology*, Hanoi, Vietnam. October 3, 2021. [Invited Lecture]

"Customer Feedback and Continuous Improvement." Presented to the *FPT School of Business & Technology*, Hanoi, Vietnam. July 9, 2021. [Invited Lecture]

"Regulatory Challenges to Promote the Development of the Digital Economy: A Consumer Empowerment Perspective." Presented to the *APECTEL Workshop for OSIPTEL*, Lima, Peru. May 27, 2021. [Invited Lecture]

"Transforming Brand Experiences to Maintain and Build Brand Equity in the Age of Covid-19 and Beyond," Branding and Brand Management Track, *Winter AMA Academic Conference*, February 19, 2021. [Discussant]

"Consumer Behavior During the Crisis." Presented to the *"Managing Through Crisis" Summer Series*, Broad College of Business, Michigan State University, East Lansing, MI. September, 2020. [Invited Lecture]

Hult, G. Tomas M., Forrest V. Morgeson III, and Yufei Zhang (2019). "Layers and Complexities of Social Media across Entities and Platforms: A Large-Scale Examination Embedded in ACSI Customer-Mindset Data." Presented at the *AMA Theory + Practice in Marketing Conference*, Columbia University Business School, N.Y., N.Y. [Conference Presentation]

"An Introduction to Customer Personas." Presented to the *CXM@MSU Colloquium*, Michigan State University, East Lansing, MI. April, 2019. [Invited Lecture]

"The American Customer Satisfaction Index: Methods and Findings." Presented to the *Faculty of Marketing at the University of Texas (Rio Grande)*, Edinburg, TX. April, 2019. [Invited Lecture]

"The American Customer Satisfaction Index and its Global Partners: Improving Customer Relationships and the Bottom Line." Presented to the *Institute for Service Excellence at Singapore Management University*, Singapore. April, 2018. [Invited Lecture]

"The Launch of the Australian Customer Satisfaction Index: Improving Customer Relationships and the Bottom Line." Presented at the *Australian Customer Satisfaction Index Launch Event*, Melbourne, Australia. April, 2018. [Invited Lecture]

"Using Customer Satisfaction and Brand Loyalty Big Data Metrics for Beating the Markets and Index Creation." Presented at *Quantitative Work Alliance for Applied Finance, Education and Wisdom* (QWAFAFEW), New York, New York. November, 2017. [Invited Lecture]

"Customer Satisfaction." Presented at the *Lansing Regional HUG Event*, Lansing, Michigan. November, 2017 [Invited Lecture, with Tomas Hult]

"The American Customer Satisfaction Index: History, Lessons, and Benefits." Presented at the *Honduras CSI Launch Event*, Tegucigalpa, Honduras. May, 2017. [Invited Lecture]

Sharma, Pratyush, Forrest V. Morgeson III, Sunil Mithas and S. Aljazzaf (2015). "In Which Model Do We Trust, and When? Comparing the Explanatory and Predictive Abilities of E- Government User Satisfaction and Citizen Trust Models," Presented at the *24th Annual IBM Frontiers in Service Conference*, San Jose, CA. [Conference Presentation]

Bryant, Barbara, Forrest V. Morgeson III and Reg Baker (2011). "Does Interview Mode Matter? Comparing Satisfaction Results across Internet and RDD Samples." *66th Annual American Association for Public Opinion Research Conference*. [Conference Presentation]

Bryant, Barbara E., Forrest V. Morgeson III, Reg Baker, and David VanAmburg (2008). "Does Including Cell Phone Respondents in an RDD Sample Survey Affect the Dependent Variable? The Case of the American Customer Satisfaction Index." Paper presented to the *American Association of Public Opinion Research*. [Conference Presentation]

HONORS & AWARDS

"Roland T. Rust JSR Best Article Award," Journal of Service Research, 2025. For the article, "Customer Perceptions of Firm Innovativeness and Market Performance: A Nation-Level, Longitudinal, Cross-Industry Examination."

"Africa Global Partnership Scholars Award," Alliance for African Partnership, Michigan State University, 2024-2025.

"Summer Research Grant Award," Broad College of Business, Michigan State University, 2021.

"Instructor Excellence Award for the Executive MBA Program," Broad College of Business, Michigan State University, 2018

"Instructor Excellence Award for the Full-Time MBA Program," Broad College of Business, Michigan State University, 2018

PRIMARY TEACHING INTERESTS

Marketing Management
Marketing Strategy
Marketing Research
Marketing and Business Metrics
Quantitative Research Methods
Marketing Survey and Sampling Design
Consumer Behavior and Consumer Insights

TEACHING EXPERIENCE

(Average "Overall Instructor Quality" Rating of 4.5/5.0 from ~1,150 student evaluations)

EMBA and MBA Courses, Michigan State University

PIM 862	Customer and Competitor Analysis (EMBA)
PIM 863	Marketing Systems (EMBA)
MKT 807	Consumer Insights (MBA)
Exec. Ed.	Business and Marketing Metrics (MBA)

MSMR Courses, Michigan State University

MKT 806	Marketing Research Decision Making
MKT 816	Marketing Analysis
MKT 819	Predictive Analytics
MKT 856	Consulting Practicum Marketing
MKT 861	Research Strategy Analysis
MKT 864	Data Mining

PROFESSIONAL SERVICE

Michigan State University

University-Level Service

University Committee on Graduate Studies, Representing the Broad College of Business, Michigan State University (2026-Present)

College-Level Service

Faculty Search Committee (Tenure-Track Position in Entrepreneurship), Departments of Marketing and Management, Michigan State University (2021-2022)

Masters Program Committee (MPC), Eli Broad College of Business, Michigan State University (2022)

Department-Level Service
Interim Chairperson, Department of Marketing, Michigan State University (2024-Present)

Co-Director, Doctoral Program in Marketing, Department of Marketing, Michigan State University (2023-Present)

Doctoral Program Committee, Department of Marketing, Michigan State University (2020-2024)
Faculty Search Committee (Tenure-Track Position), Department of Marketing, Michigan State University (2023-2024)

Faculty Search Committee (Tenure-Track Position), Department of Marketing, Michigan State University (2022)

Faculty Search Committee (Tenure-Track Position), Department of Marketing, Michigan State University (2020)

Promotion Review Committee (Chair), Department of Marketing, Michigan State University (2020)

Faculty Search Committee (Fixed-Term Position), Department of Marketing, Michigan State University (2020)

Steering Committee Member, CXM@MSU Program, Michigan State University (2019-2022)

Journal Reviewer
Journal of Marketing
Journal of Marketing Research
Journal of International Business Studies
Journal of the Academy of Marketing Science **(Editorial Review Board, 2009-2015)**
American Marketing Association (AMA)
International Journal of Research in Marketing
Journal of Retailing
Journal of Service Research
Journal of International Marketing
Journal of Marketing Communications
Journal of Business Research
Journal of Retailing and Consumer Services
Journal of Global Marketing
Journal of Asia Business Studies
The Services Industries Journal
Palgrave Macmillan
Public Administration Review
Journal of Public Administration Research & Theory **(Outstanding Reviewer Award, 2013)**
Public Management Review

Public Administration
International Review of Administrative Sciences
International Public Management Journal
Local Government Studies
Public Performance and Management Review
Social Science Computer Review

STUDENT SUPERVISION

Ph.D. Advisor/Dissertation Committees

Udit Sharma, Michigan State University, 2024 (Co-Chair). Placement: University of South Florida.

Travis Walkowiak, Michigan State University, 2024 (Co-Chair). Placement: Eastern Kentucky University.

Yuyuan "Hana" Pan, Michigan State University, 2024 (Co-Chair). Placement: TBD.

Michael Wu, Michigan State University, 2024 (Committee Member). Placement: McMaster University (Canada).

Xiaoxu Wu, Michigan State University, 2024 (Committee Member). Placement: Colorado State University.

Britt Vancoetsem, KU Leuven, Belgium, 2025 (External Committee Member). Placement: IESEG School of Management (Lille, France).

Andrew VanZytveld, Michigan State University, 2025 (External Committee Member, Department of Economics). Placement: TBD.

Master's Students

Supervised 15+ students' Capstone Projects for MSMR Degree, Michigan State University, 2019-2022.

POPULAR PRESS PUBLICATIONS & MEDIA INTERVIEWS (RECENT)

I. Authored

1. Ruvio, Ayalla and Forrest V. Morgeson III. "Americans Are Tiptoeing Out of Economic Turmoil," *TheConversation.com*. November 22, 2023.

2. Hult, G. Tomas M. and Forrest V. Morgeson III. "Research: How People Feel About Paying for Social Media," *Harvard Business Review* (*HBR.org*). April 5, 2023.

3. Hult, G. Tomas M. and Forrest V. Morgeson III. "Are Customer Expectations Skyrocketing – What Can Companies Do?," *California Management Review.* March 20, 2023.

4. Ruvio, Ayalla, Forrest V. Morgeson III and April Clobes. “What Do Your Customers Want in 2023?,” *Harvard Business Review* (*HBR.org*). January 19, 2023.

5. Hult, G. Tomas M. and Forrest V. Morgeson III. “10 Ways to Boost Customer Satisfaction,” *Harvard Business Review* (*HBR.org*). January 12, 2023.

6. Ruvio, Ayalla and Forrest V. Morgeson III. “Retailers may see more red after Black Friday as consumers say they plan to pull back on spending – acting as if the US were already in a recession,” *TheConversation.com*. November 21, 2022.

7. Ruvio, Ayalla and Forrest V. Morgeson III. “Are You Being Quiet Fired?” *Harvard Business Review* (*HBR.org*). November 7, 2022.

8. Morgeson III, Forrest V. “Are shopping malls dead or making a comeback?” *broad.msu.edu*. August 8, 2022.

9. Ruvio, Ayalla, Forrest V. Morgeson III and Tomas Hult. “As the Economy Recovers, Republicans and Democrats will Play Different Roles,” *The Hill*. June 6, 2020.

10. Morgeson III, Forrest V. “Low unemployment could hurt the holiday shopping season," *RetailDive.com*. October 26, 2018.

11. Morgeson III, Forrest V. and David VanAmburg. “Low levels of citizen satisfaction point to a blue-wave midterm," *The Hill*. October 25, 2018.

12. Morgeson III, Forrest V. and Tomas Hult. “US heading toward an economy with unsatisfied customers — and voters," *The Hill*. September 18, 2018.

13. Morgeson III, Forrest V. and A.J. Singh. "Benchmarking Hotel Guest Satisfaction and Experiences," *Hotel News Now*. August 7, 2018.

14. Fornell, Claes, Forrest V. Morgeson III and Tomas Hult. “Companies that do better by their customers also do better in the stock market,” *London School of Economics*. February 22, 2017.

II. Interviews and Quotations

1. Ma, Adrian. “Consumers are mad as hell and aren't gonna take it anymore.” *NPR.org*. August 12, 2026.

2. Wassel, Bryan. “Customer Complaints are at a Record High.” *CXDive.com*. August 14, 2026.

3. Nichole, Amaya. “Wawa’s Viral Tote Sold Out Online. Here’s Where You Can Still Get One.” *INC.com*. July 23, 2026.

4. Lichtenberg, Nick. “Most of you are rejecting AI. The data shows you’re running out of time.” *Fortune.com*. April 16, 2026.

5. Birch, Ray. “ACSI 2026: Banks’ Satisfaction Lead Over CUs is Starting to Look Permanant.’” *CU Today*. April 12, 2026.

6. Doerer, Kristen. “Stagnating US customer satisfaction is a ‘warning sign.’” *CX Dive*. February 27, 2026.

7. Murphy Jr., Bill. “Why Does Chick-fil-A Keep Winning? A Marketing Professor Just Explained 2 Key Advantages.” *INC.com*. June 26, 2025.

8. Valinsky, Jordan. “A winner has been crowned between Wawa and Sheetz for convenience store superiority.” *CNN.com*. October 1, 2024.

9. Vega, Tanzina. “Argh! The rage-inducing state of customer service.” *Boston Globe*. August 31, 2024.

10. Fottrell, Quentin. “'Not tipping 20% makes you look like a fascist': Why has tipping, once branded as 'un-American' and 'anti-democratic,' become such a hot political issue?” *Morningstar.com*. August 14, 2024.

11. DiPalma, Brooke. “McDonald's is winning some diners with $5 meal deal but faces long-term challenges in being a value leader,” *Yahoo! Finance*. August 9, 2024.

12. Miller, Chloe. “Jackson Crossing vs Westwood Mall: Why one is thriving, and the other is not,” *MLive.com*. July 14, 2024.

13. Fantozzi, Joanna. “The new value equation at restaurants,” *Nation’s Restaurant News*. May 16, 2024.

14. Mackenzie, Josiah. “Podcast: What’s driving guest satisfaction?” *Hospitality Daily*. May 15, 2024.

15. Williams, Candice. “DTE sends line workers to 'storm school' to improve its outage record,” *The Detroit News*. May 11, 2024.

16. Daykin, Thomas. “Black Friday Marks more Change for Malls – in the USA and Wisconsin,” *Milwaukee Journal Sentinel*. November 21, 2023.

17. Bracken, Matt. “Satisfaction with U.S. government services is rising, report finds,” *FedScoop.com*. November 14, 2023.

18. Wile, Rob. “Consumer gripes hit record levels over purchases needed ‘to get through each day’,” *NBC News (NBCNews.com).* March 9, 2023.

19. Temin, Tom. “The government’s satisfaction index is up, but still not what it should be,” *Federal News Network (federalnewsnetwork.com).* February 22, 2023.

20. “American satisfaction with the government increases for first time in years,” *Government Matters (govmatters.tv)*. February 8, 2023.

21. Viveros, Sal. “Get Loud, Not Quiet: The Importance of Employee Engagement for Mitigating Quiet Quitting and Firing,” *Forbes (Forbes.com).* December 23, 2022.

22. Bhattacharya, Suryatapa. “Someone Stuffed a Gun in a Raw Chicken at an Airport. TSA Called ‘Personal Fowl’,” *Wall Street Journal (WSJ.com).* November 9, 2022.

23. Wiener-Bronner, Danielle. “Inflation-exhausted Americans: Let's just go out for steak,” *CNN Business*. July 28, 2022.

24. Temin, Tom. “Uh-oh, satisfaction with federal government services has dropped,” *Federal News Network*. February 7, 2022.

25. Milligan, Susan. “Biden Looks to Improve ‘Customer Experience’ in Dealing with Federal Government,” *USNews.com*. December 13, 2021.

26. Clark, Scott. “5 Ways to Optimize Your Surveys for Better Customer Experience,” *CMSWire.com*. June 9, 2021.

27. Myers, Kristin. “American satisfaction in government slips, but still remains strong,” *Yahoo! Finance*. January 31, 2019.

28. Mitchell, Billy. “Federal customer satisfaction drops in 2018, likely to continue after shutdown,” *FedScoop.com*. January 30, 2019.

29. Konkel, Frank. “Customer Satisfaction Drops Across Federal Government,” *NextGov.com*. January 29, 2019.

30. “How Satisfied Are Customers Around The World, And What Do We Expect For The Near Future?,” *Michigan Business Network*, Lansing, Michigan. October 12, 2018.

31. “U.S. Heading Toward an Economy with Unsatisfied Customers — And Voters,” *Michigan Business Network*, Lansing, Michigan. October 12, 2018.

32. Kline, Daniel. “Will Low Unemployment Lead to Lousy Customer Service?” *The Motley Fool*. September 27, 2018.

33. Paquette, Danielle. “How do you know the economy is great? Customer service is terrible,” *Washingtonpost.com*. September 4, 2018.

34. Elliott, Christopher. “These Companies Have the Best Customer Service,” *Forbes.com*. July 11, 2018.

35. Thomas, Steff. “Federal agencies score all-time high on customer satisfaction survey,” *Federalnewsradio.com*. February 2, 2018.

36. Konkel, Frank. “Citizen Satisfaction with Government Reaches 11-Year High,” *NextGov.com*. February 1, 2018.

37. Atiyeh, Clifford. “Can’t Get No—What? Appliances Are More Satisfying Than Cars?” *Caranddriver.com*. September 4, 2017.

38. “Consumidor Hondureno No Es Leal a Los Marcos,” *LaPrensa.hn*. May 22, 2017. “UNITEC y AMCHAM lanzan importante estudio de satisfacción del consumidor,” *blog.UNITEC.edu*. May 22, 2017.

39. Rogoway, Mike. “Comcast says customer service overhaul is showing results,” *OregonLive.com*. April 23, 2017.

Updated: 10-14-2026