

## Forrest V. Morgeson III, Ph.D.

Associate Professor, Department of Marketing  
Co-Director, Doctoral Program in Marketing  
Michigan State University, Eli Broad College of Business  
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LinkedIn Profile: <https://www.linkedin.com/in/forrestmorgeson/>

### **BIOGRAPHY**

Forrest V. Morgeson III is Associate Professor in the Department of Marketing, Eli Broad College of Business, Michigan State University. He also serves 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 (4,045 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 20 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, NBC News, CBS News, CNN, the Washington Post, The Hill, and Forbes, among others.

## **PROFESSIONAL POSITIONS**

Michigan State University, Eli Broad College of Business, Department of Marketing

2023-Present: Associate Professor of Marketing

2023-Present: Co-Director, Doctoral Program in Marketing

Michigan State University, Eli Broad College of Business, Department of Marketing

2020-2023: Assistant Professor of Marketing

Michigan State University, Eli Broad College of Business, Department of Marketing

2016-2020: Fixed-Term Faculty of Marketing

American Customer Satisfaction Index, LLC

2009-2020: Director of Research and Global CSI™ Manager

University of Michigan, Stephen M. Ross School of Business, National Quality Research Center

2002-2009: Research Scientist & Lead Statistician, American Customer Satisfaction Index

## **EDUCATION**

Ph.D. University of Pittsburgh, 2005

## **RESEARCH INTERESTS**

Customer-Firm Relationships

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

Marketing-Finance Interface

Political Identity and Marketing

Digital Marketing

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

## **PUBLICATIONS**

<https://scholar.google.com/citations?user=EQtirXgAAAAJ&hl=en&oi=ao>

(4,045 Citations; H-Index 21)

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

1. Chabowski, Brian, Peter Gabrielsson, Hult, G. Tomas M. and Forrest V. Morgeson III (2023). "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*, Accepted for Publication.

2. Morgeson III, Forrest V., Udit Sharma\*, Xiaoxu Wu\*, Anita Pansari, Ayalla Ruvio and G. Tomas M. Hult (2023). "Weathering the Crash: Do Customer-Company Relationships Pay Off During Economic Crises?" ***Journal of the Academy of Marketing Science***, In Press.
3. 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***, In Press.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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
10. 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.
11. 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.

12. 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.
13. 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.
14. 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.
15. 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.
16. 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.
17. 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.
18. 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.
19. 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.
20. 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.
21. 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.
22. 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.

23. 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.
24. 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.
25. 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. Journal Articles Under Review (\*Denotes MSU Ph.D. Student)**

1. Morgeson III, Forrest V., Udit Sharma\*, Hult, G. Tomas M., Ayalla Ruvio, Yuyuan Pan\* and Shana Sleep\* (2023). "Customer Political Partisanship Strength and Customer-Firm Relationships: A Novel Theoretical Perspective with Strategic Implications."
2. Wu, Xiaoxu\*, Udit Sharma\*, Pansari, Anita, and Forrest V. Morgeson III (2023). "Political Ideology and Customer Knowledge Value: Do Conservatives Provide More Useful Feedback to Firms?"
3. Hult, G. Tomas M., Maria Alejandra Gonzalez-Perez, Forrest V. Morgeson III (2023). "A Theory of Market-Based Sustainability for the International Business Ecosystem: Institutional, Market, and Organizational Focus."
4. Morgeson III, Forrest V., Yufei Zhang\*, Pratyush Sharma, Hult, G. Tomas M. and Sunil Mithas (2023). "Does it Matter who 'Toots the Horn' on Facebook and Twitter? The Differential Effects of Owned and Earned Social Media on Customers' Perceptions of Firms."
5. Keiningham, Timothy, Lerzan Aksoy, Alexander Buoye, Forrest V. Morgeson III, Gina Woodall and An Yan (2023). "The Market Impact of Customer Perceptions of Innovation and Satisfaction."
6. Ruvio, Ayalla, Farnoosh Khodakarami, Clay Voorhees and Forrest V. Morgeson III (2023). "How Rewarding is Your Rewards Program? Driving Customer Engagement with Experiential Rewards."

## **III. Journal Articles in Progress (\*Denotes MSU Ph.D. Student)**

1. Morgeson III, Forrest V., Clay Voorhees, Xiaojing Sheng and Yuyuan Pan\* (2023). "Firm Reactions to COVID-19 and their Effect on Customer Relationships."
2. Voorhees, Clay, Pratyush Sharma, Carlos Bauer and Forrest V. Morgeson III (2023). "Digital Technology Performance and Firm Financial Success."

3. Morgeson III, Forrest V. and Michael Wu\* (2023). "A Multinational, Cross-Sectoral Examination of the Effect of Aggregate Customer Satisfaction on Unemployment."
4. Morgeson III, Forrest V., Anita Pansari, Xiaoxu Wu\* and Udit Sharma\* (2023). "Universal Basic Income: Implications for Marketing Theory and Practice."
5. Hui, Kent, G. Tomas M. Hult and Forrest V. Morgeson III (2023). "Home-Based Managerial Political Ties and Cross-Border M&A Completion by Emerging Market Firms: A Dual Legitimacy Perspective."
6. Hult, G. Tomas M., Forrest V. Morgeson III, Udit Sharma\*, Pratyush Sharma and Shana Sleep\* (2023). "A Multi-Level Examination of Customer Satisfaction Performance at the Customer, Firm, Industry, and Sector Levels."
7. Morgeson III, Forrest V. (2023). "Political Identity and Consumer Behavior."

#### **IV. 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.

#### **V. Book Chapters**

1. 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.
2. Barcellos, Paulo and Forrest V. Morgeson III (2009). "O Valor Financeiro da Satisfação do Cliente: Reflexões em Nivel Macro e Microeconômico." In ***Administracao Mercadologica: Teoria e Pesquisas – Volume 3***. Universidade de Caxias do Sul: Brasil.
3. 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)**

“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 (QWAFEFW)*, 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 *24<sup>th</sup> 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**

"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

"Summer Research Grant Award," Broad College of Business, Michigan State University, 2021. \$10,000.

## **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 ~1000 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; SPJIMR-India)

***MSMR Courses, Michigan State University***

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

**PROFESSIONAL SERVICE**

**Michigan State University**

***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***

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

Doctoral Program Committee, Department of Marketing, Michigan State University (2020-2023)

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-Present)

***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 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  
Local Government Studies  
Public Performance and Management Review  
Social Science Computer Review

## **STUDENT SUPERVISION**

### ***Student Research Supervision***

Co-authoring 10+ manuscripts (in progress, under review/R&R, or recently accepted) with 7 current or former MSU Ph.D. students:

- Yuyuan Pan (2<sup>nd</sup> year)
- Udit Sharma (4<sup>th</sup> year)
- Michael Wu (4<sup>th</sup> year)
- Xiaoxu Wu (4<sup>th</sup> year)
- Travis Walkowiak (5<sup>th</sup> year)
- Shana Sleep (University of Nebraska-Omaha)
- Yufei Zhang (University of Alabama-Birmingham)

### ***Ph.D. Dissertation Committees***

Udit Sharma, Michigan State University, 2023 (full committee forthcoming)

Michael Wu, Michigan State University, 2023 (full committee forthcoming)

Xiaoxu Wu, Michigan State University, 2023 (full committee forthcoming)

Travis Walkowiak, Michigan State University, 2023 (with A. Ruvio (Co-Chair), T. Hult and W. Schrock)

Andrew VanZytveld, Michigan State University, 2023 (external committee member, Department of Economics)

### **Master's Students**

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

## **POPULAR PRESS PUBLICATIONS & MEDIA INTERVIEWS (RECENT)**

### **I. Authored**

1. 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.
2. Hult, G. Tomas M. and Forrest V. Morgeson III. "Are Customer Expectations Skyrocketing – What Can Companies Do?," *California Management Review*. March 20, 2023.
3. Ruvio, Ayalla, Forrest V. Morgeson III and April Clobes. "What Do Your Customers Want in 2023?," *Harvard Business Review (HBR.org)*. January 19, 2023.
4. Hult, G. Tomas M. and Forrest V. Morgeson III. "10 Ways to Boost Customer Satisfaction," *Harvard Business Review (HBR.org)*. January 12, 2023.
5. 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.
6. Ruvio, Ayalla and Forrest V. Morgeson III. "Are You Being Quiet Fired?" *Harvard Business Review (HBR.org)*. November 7, 2022.
7. Morgeson III, Forrest V. "Are shopping malls dead or making a comeback?" *broad.msu.edu*. August 8, 2022.
8. 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.
9. Morgeson III, Forrest V. "Low unemployment could hurt the holiday shopping season," *RetailDive.com*. October 26, 2018.
10. Morgeson III, Forrest V. and David VanAmburg. "Low levels of citizen satisfaction point to a blue-wave midterm," *The Hill*. October 25, 2018.
11. Morgeson III, Forrest V. and Tomas Hult. "US heading toward an economy with unsatisfied customers — and voters," *The Hill*. September 18, 2018.
12. Morgeson III, Forrest V. and A.J. Singh. "Benchmarking Hotel Guest Satisfaction and Experiences," *Hotel News Now*. August 7, 2018.

13. 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. Wile, Rob. "Consumer gripes hit record levels over purchases needed 'to get through each day'," *NBC News (NBCNews.com)*. March 9, 2023.
2. Temin, Tom. "The government's satisfaction index is up, but still not what it should be," *Federal News Network (federalnewsnetwork.com)*. February 22, 2023.
3. "American satisfaction with the government increases for first time in years," *Government Matters (govmatters.tv)*. February 8, 2023.
4. Viveros, Sal. "Get Loud, Not Quiet: The Importance of Employee Engagement for Mitigating Quiet Quitting and Firing," *Forbes (Forbes.com)*. December 23, 2022.
5. 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.
6. Wiener-Bronner, Danielle. "Inflation-exhausted Americans: Let's just go out for steak," *CNN Business*. July 28, 2022.
7. Temin, Tom. "Uh-oh, satisfaction with federal government services has dropped," *Federal News Network*. February 7, 2022.
8. Milligan, Susan. "Biden Looks to Improve 'Customer Experience' in Dealing with Federal Government," *USNews.com*. December 13, 2021.
9. Clark, Scott. "5 Ways to Optimize Your Surveys for Better Customer Experience," *CMSWire.com*. June 9, 2021.
10. Myers, Kristin. "American satisfaction in government slips, but still remains strong," *Yahoo! Finance*. January 31, 2019.
11. Mitchell, Billy. "Federal customer satisfaction drops in 2018, likely to continue after shutdown," *FedScoop.com*. January 30, 2019.
12. Konkel, Frank. "Customer Satisfaction Drops Across Federal Government," *NextGov.com*. January 29, 2019.
13. "How Satisfied Are Customers Around The World, And What Do We Expect For The Near Future?," *Michigan Business Network*, Lansing, Michigan. October 12, 2018.

14. "U.S. Heading Toward an Economy with Unsatisfied Customers — And Voters," *Michigan Business Network*, Lansing, Michigan. October 12, 2018.
15. Kline, Daniel. "Will Low Unemployment Lead to Lousy Customer Service?" *The Motley Fool*. September 27, 2018.
16. Paquette, Danielle. "How do you know the economy is great? Customer service is terrible," *Washingtonpost.com*. September 4, 2018.
17. Elliott, Christopher. "These Companies Have the Best Customer Service," *Forbes.com*. July 11, 2018.
18. Thomas, Steff. "Federal agencies score all-time high on customer satisfaction survey," *Federalnewsradio.com*. February 2, 2018.
19. Konkel, Frank. "Citizen Satisfaction with Government Reaches 11-Year High," *NextGov.com*. February 1, 2018.
20. Atiyeh, Clifford. "Can't Get No—What? Appliances Are More Satisfying Than Cars?" *Caranddriver.com*. September 4, 2017.
21. "Consumidor Hondureño 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.
22. Rogoway, Mike. "Comcast says customer service overhaul is showing results," *OregonLive.com*. April 23, 2017.

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