

**Affect and the Role of Client Sophistication on Satisfaction Judgments
within Business-to-Business Professional Services**

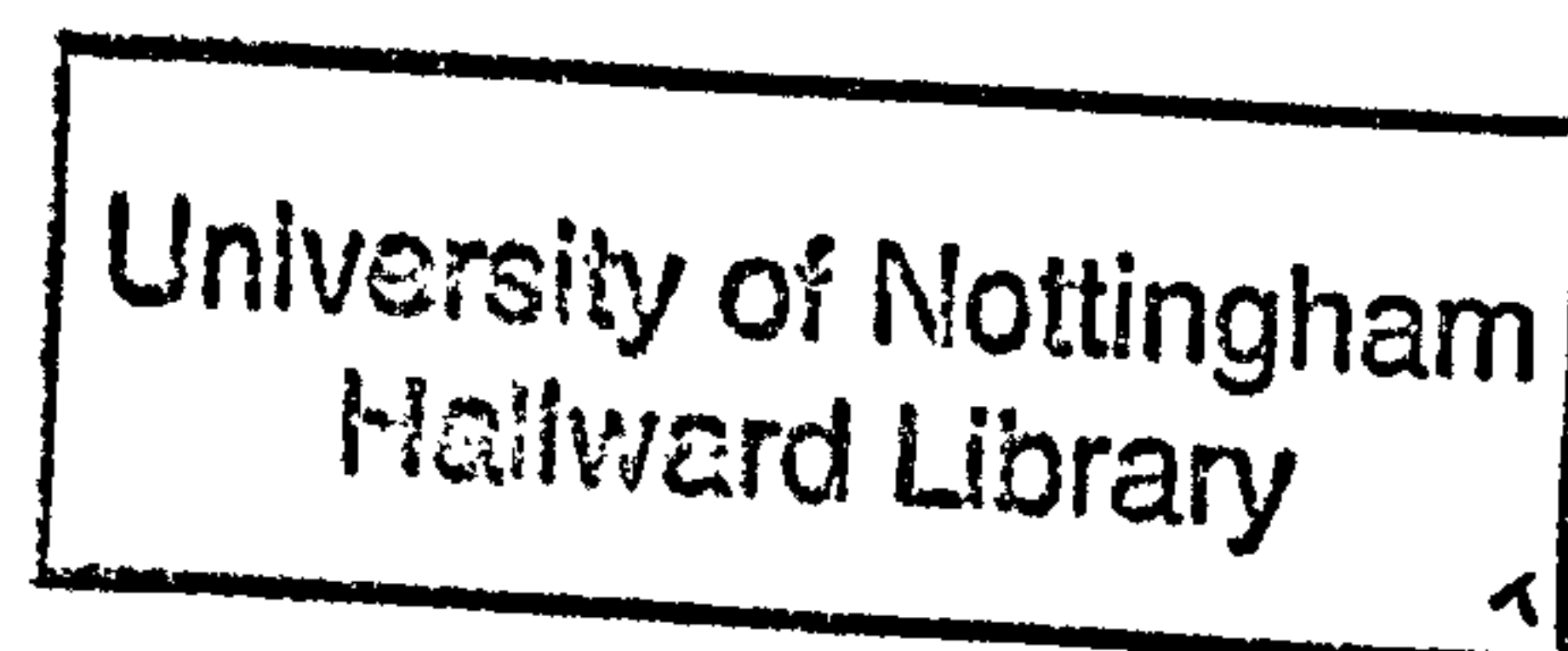
References and Appendices

By

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13 Appendices

13.1 Appendix 1: Gummesson's 30Rs

(Source: Gummesson, R. (1996) From 4Ps to 30Rs, Malmo: Liber-Hermods)

Classical marketing relationships

R1 The classic dyad - the relationship between the supplier and the customer

This is the parent relationship of marketing, the ultimate exchange of value, which constitutes the basis of business.

R2 The classic triad – the drama of the customer–supplier-competitor triangle

Competition is a central ingredient of the market economy. In competition there are relationships between three parties: between the customer and the current supplier, between the customer and the supplier's competitors, and between competitors.

R3 The classic network – distribution channels

The traditional physical distribution and the modern channel management including goods, services, people and information, consists of a network of relationships

Special market relationships

R4 Relationships via full time marketers (FTMs) and part-time marketers (PTMs).

Those who work in marketing and sales departments – the FTMs – are professional relationship makers. All others, who perform other main functions but yet influence customer relationships directly or indirectly, are PTMs. There are also contributing FTMs and PTMs outside the organisation

R5 The service encounter –

interaction between the customer and the service provider. Production and delivery of involves the customer in an interaction relationship with the service provider, often referred to as the 'moment of truth'

R6 The many-headed customer and many headed supplier

Marketing to other organisations- industrial marketing or business marketing - often means contacts between many individuals from the supplier's and the customer's organisation.

R7 The relationship to the customer's customer

A condition for success is often the understanding of the customer's customer, and what supplies can do to help their customers become successful.

R8 The close versus the distant relationship

In mass marketing, closeness to the customer is lost and the relationship becomes distant, based on surveys, statistics and written reports

R9 The relationship to the dissatisfied customer

The dissatisfied customer perceives a special type of relationship, more intense than the normal situation, and often badly managed by the provider, The way of handling a complaint- the recovery-can determine the quality of future relationships

R10 *The monopoly relationship: the customer or supplier as prisoners.*

When competition is inhibited, the customer may be at the mercy of the supplier - or the other way around. One of them becomes prisoner

R11 *The customer as 'member'*

In order to create a long-term sustaining relationship, it becomes increasingly common to enlist customers as members of various loyalty programmes.

R12 *The electronic relationship*

Information technology –telecom, computers, TV – is elements of all types of marketing to day and they form new types of relationships

R13 *Parasocial relationships- relationships to symbols and objects*

Relationships do not only exist concerning people and physical phenomena, but also to mental images and symbols such as brand names and corporate identities

R14 *The non commercial relationship*

This is a relationship between the public sector and citizens /customers, but it also includes voluntary organisations and other activities outside of the profit based and monetarised economy, such as those performed in families

R15 *The green relationship*

Environmental and health issues have slowly but gradually increased in importance and are creating a new type of customer relationship through legislation, the voice of opinion – leading consumerism changing behaviour of consumers and an extension of the customer – supplier relationship to encompass a recycling process

R16 *The law-based relationship*

A relationship to a customer is sometimes founded primarily on legal contracts and the threat of litigation

R17 *The criminal network*

Organised crime is built on tight and often impermeable networks guided by an illegal business mission. They exist around the world and are apparently growing but are not observed in marketing theory. These networks can disturb the functioning of a whole market or industry.

Mega Relationships

R18 *Personal and social networks*

Personal and social networks often determine business networks. In some cultures even, business is solely conducted between friends and friends of friends.

R19 *Mega Marketing-*

the real 'customer' is not always found in the marketplace. In certain instances, relationships must be sought with governments, legislators, influential individuals, and others, in order to make marketing feasible on an operational level.

R20 *Alliance change the market mechanism*

Alliance means closer relationships and collaboration is necessary to make the market economy work.

R21 *The knowledge relationship*

Knowledge can be the most strategic and critical resource and 'knowledge acquisition' is often the rationale for alliances.

R22 *Mega alliances change the basic condition for marketing*

EU (the European Union) and NAFTA (the North American Free Trade Agreement) are examples of alliances above the single company and industry. They exist on government and supranational levels)

R23 *The mass media relationship*

The mass media can be damaging or supportive to marketing and they are particularly influential in forming public opinion. The relationship to media is crucial for the way media will handle an issue.

Nano relationships

R24 *Marketing mechanisms are brought inside the company*

By introducing profit centres in an organisation, a market inside the company is created and internal as well as external relationships of a new kind emerge.

R25 *Internal customer relationship*

The dependency between the different tiers and departments in a company is seen as a process consisting of relationships between internal customers and internal suppliers.

R26 *Quality providing a relationship between operations management and marketing*

The modern quality concept has built a bridge between design, manufacturing and other technology-based activities and marketing. It considers the company 's internal relationships as well as its relationships to the customers.

R27 *Internal marketing: relationships with the 'employee market'*

Internal marketing can be seen as part of RM as it gives indirect and necessary support to the relationships with external customers

R28 *The two-dimensional matrix relationship*

Organisational matrices are frequent in large corporations, and above all they are found in the relationships between product management and sales

R29 *The relationship to external providers of marketing services*

External providers reinforce the marketing function by supplying a series of services, such as those offered by advertising agencies and market research institutes, but also in the area of sales promotion and distribution

R30 *The owner and financier relationship*

Owners and other financiers partly determine the conditions under which a marketing function can operate. The relationship to them influences the marketing strategy.

13.2 Appendix 2: Relational Exchange and Managerial Dimensions of Marketing

13.2.1 Appendix 2: Table 1: Relational Exchange Dimensions of Marketing

<u>Dimension</u>	<u>Meaning</u>	<u>Useful sources</u>
Focus	Is the focus of the relational exchange on an economic transaction? Information? An interactive relationship or a set of relationships?	Ballantyne (1995); Easton (1995); Håkansson and Snehota (1995); Joshi (1995); Anderson <i>et al.</i> (1994); Grönroos (1994); Parvatiyar and Sheth (1994); Easton (1992); Webster (1992); Johanson and Mattsson (1988); Sheth <i>et al.</i> (1988); Dwyer <i>et al.</i> (1987); Easton and Araujo (1986,1992)
<i>Parties involved</i>	Does the relational exchange process involve a firm and buyers in the general market? Individual sellers and buyers? Multiple firms?	Aijo (1996); Low (1996); Easton (1995); Håkansson and Snehota (1995); Grönroos (1994); Morgan and Hunt (1994); Sharma (1993); Kotler (1992); Iacobucci and Hopkins (1992); Johansson and Hallén (1989); Dwyer <i>et al.</i> (1987); Cunningham and Homse (1986); Turnbull and Valla (1986); Håkansson (1982)
<i>Communication patterns</i>	Is communication in the relational exchange directed 'to' or 'with' parties at the individual, firm or market level?	Easton (1995), 1992); Law (1995); Håkansson and Snehota (1995); Sheth (1995); Sharma (1993); Iacobucci and Hopkins (1992; Copulsky and Wolf (1990); Johanson and Mattsson (1986); Cunningham and Turnbull (1982).
<i>Type of contact</i>	Is the process of relational exchange impersonal? Is it closer, more personalised? Is it face-to-face and interpersonal	Aijo (1996); Sheth and Parvatiyar (1995); Wilson (1995); Grönroos (1990;1994); Wilson and Moller (1991); Wilson and Jantrania (1994); Dwyer <i>et al.</i> (1987); Ford (1984); Cunningham and Turnbull (1982)
<i>Duration</i>	Is the relational exchange a routine, discrete transaction? A relationship-based process that may be short term? Long term?	Aijo (1996); Law (1996); Håkansson and Snehota (1995); Joshi (1995); Sharma (1993); Easton (1992); Dwyer <i>et al.</i> (1987); Johansson and Hallén (1989); Hallén <i>et al.</i> (1987); Turnbull and Valla (1986); Johanson and Mattsson (1986); Ford (1982).
<i>Formality</i>	Is the relational exchange formal or informal? At a business or social level?	Bjorkman and Kock (1995); Håkansson and Snehota (1995); Sharma (1993); Copulsky and Wolf (1990); Grönroos (1994); Dwyer <i>et al.</i> (1987); Johanson and Mattsson (1987)

<i>Balance of power</i>	Is the relational exchange process dominated by the seller? Buyer? Is there interdependence and reciprocity?	Law (1996);); Håkansson and Snehota (1995); Joshi (1995); Perrion and Ricard (1999); Sheth and Parvatiyar (1995); Grönroos (1994); Wilson and Jantrania (1994); Sharma (1993); Easton (1992); Houston <i>et al.</i> (1992); Moller (1992); Wilson and Moller (1991); Johansson and Hallén (1989); Dwyer <i>et al.</i> (1987); Turnbull and Valla (1986); Johanson and Mattsson (1987); Arndt (1985); Håkansson (1982).
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Source: Coviello N., Brodie, R., J. and Munro, H., (1996),
 “Understanding Contemporary Marketing: Development of a Classification Scheme”, *Working Paper*,
 Department of Marketing, The University of Auckland, Also *Journal of Marketing Management* , Vol. 13
 No. 6, 1997

13.2.2 Appendix 2 Table 2: Managerial Dimensions of Marketing

<u>Dimension</u>	<u>Meaning</u>	<u>Useful sources</u>
Managerial intent	Is the goal to attract customers? Retain customers? Interact with customers and /or other parties? Co-ordinate and co-operate with customers (and other parties) to achieve mutual goals?	Joshi (1995); Sheth (1995); Sheth and Parvatiyar (1995); Wilson (1995); Grönroos (1994); Gummesson (1994); Juttner and Wehrli (1994); Magrath and Hardy (1994); Morgan and Hunt (1994); Payne (1994); Sharma (1993); Kotler (1992); Easton (1992); Christopher <i>et al.</i> (1991); Copulsky and Wolf (1990); Easton and Araujo (1986); Ford <i>et al.</i> (1986), Johanson and Mattsson (1987); Ford (1984); Berry (1983); Cunningham and Turnbull (1982)
<i>Decision focus</i>	Is decision making focused on the product/ brand? Customers in a market? An individual relationship? A firm? Firms in a network of connected relationships?	Håkansson and Snehota (1995); Low (1995); Evans and Laskin (1994); Grönroos (1994); Gummesson (1994); Shani and Chalasani (1993); Easton (1992); Kotler 1992); Webster (1992); Dwyer <i>et al.</i> (1987).
<i>Managerial investment</i>	Are resources invested in internal marketing assessts or capabilities? Developing committed relationships with individuals ? Developing a position relative to other firms?	Peppers and Rogers (1995); Wilson (1995); Morgan and Hunt (1994); Wilson and Jantrania (1994); Wilson and Moller (1991); Wilson and Moller (1991); Johanson and Mattsson (1988, 1987, 1985);
<i>Managerial level</i>	Are making decision made and implimented by functional marketers? Specialist marketers? Managers from across functions ? A general manager?	Grönroos (1990, 1994, 1995); Rajala <i>et al.</i> (1995); Gummesson (1994); Sharma (1993); Hallén (1986); Turnbull and Valla (1986);
<i>Time frame</i>	Is the planning horizon short term? Long term?	Low (1995); Gummesson (1994); Jutterand Wehrli (1994); Madhavan et al. (1994); Payne (1994); Dwyer <i>et al.</i> (1987); Turnbull and Valla (1986); Turnbull and Valla (1986); Wilson and Mummalaneni (1986);); Johanson and Mattsson (1985);

13.2.3 Appendix 2 Table 3: Types of Marketing Classified by Relational Exchange Dimensions

	Transactional perspective	Relational Perspective			
	<u>Type:</u> <u>Transaction</u> <u>marketing</u>	<u>Type:</u> <u>Database</u> <u>marketing</u>	<u>Type:</u> <u>Interaction</u> <u>marketing</u>	<u>Type:</u> <u>Network</u> <u>Marketing</u>	<u>Type:</u> <u>e-Marketing</u> <u>(Coviello et al., 2001)</u>
Focus	Economic transaction	Information and economic transaction	Interactive relationships between buyer and seller	Connected relationships between firms	Information generating dialogue between a seller and many identified buyers
Parties involved	A firm and buyers in the general market	A firm and buyers in a specific market	Individual sellers and buyers (a dyad)	Firms “with” firms (involving individuals)	Firm with individuals
Communication patterns	Firm “to” market	Firm “to” individual	Individuals “with” individuals (across organisations)	Firms “with” firms (involving individuals)	Firm using technology to communicate “with” and “among” many individuals (who may form groups)
Type of contact	Arms’ length, impersonal	Personalised (yet distant)	Face-to-face, interpersonal (close, based on commitment, trust and cooperation)	Impersonal-interpersonal (ranging from distant to close)	Interactive via technology
Duration	Discrete (yet perhaps over time)	Discrete and over time	Continuous (ongoing and mutually adaptive , may be short or long term)	Continuous (stable, yet dynamic, may be short or long term)	Continuous (but interactivity occurs in real time)

<i>Formality</i>	Formal	Formal (yet personalised via technology)	Formal and informal (ie at both a business and a social level)	Formal and informal (ie at both a business and a social level)	Formal (yet customised and/or personalised via interactive technology)
<i>Balance of power</i>	Active seller-passive buyers	Active seller-Less passive buyers	Sellers and buyers mutually active and adaptive (interdependent and reciprocal)	All firms active and adaptive	

13.2.4 Appendix 2 Table 4: Types of Marketing Classified by Managerial Dimensions

	<u>Transactional perspective</u>	<u>Relational Perspective</u>			
	<u>Type:</u> <u>Transaction</u> <u>marketing</u>	<u>Type:</u> <u>Database</u> <u>marketing</u>	<u>Type:</u> <u>Interaction</u> <u>marketing</u>	<u>Type:</u> <u>Network</u> <u>Marketing</u>	<u>Type:</u> <u>e-Marketing</u> <u>(Coviello et al., 2001)</u>
Managerial intent	Customer attraction (to satisfy the customer at a profit)	Customer retention (to satisfy the customer, increase profit and attain other objectives such as increased loyalty, decreased customer risk, etc)	Interaction (to establish, develop and facilitate a cooperative relationship for mutual benefit)	Co-ordination (interaction between sellers, buyers and other parties across multiple firms for mutual benefit, resource exchange, market access etc.)	Creation of IT enabled dialogue
Decision focus	Product or brand	Product/brand and customers (in a targeted market)	Relationships between individuals	Connected relationships between firms (in a network)	Managing IT-enabled relationships between the firm and many individuals
Managerial investment	Internal marketing assets (focusing on product/service price, distribution, promotion capabilities)	Internal marketing assets (emphasising communication, information and technology capabilities)	External market assets (focusing on establishing and developing a relationship with another individual)	External market assets (focusing on developing the firms position in a network of firms)	Internal operational assets (IT, website, logistics) Functional systems integration
Managerial level	Functional marketers (eg Sales Manager, Product Development Manager)	Specialist marketers (eg Customer Service Manager, Loyalty Manager)	Managers from across functions and levels in the firm	General manager	Marketing specialists (with) technology specialists Senior Managers

<i>Time frame</i>	Short term	Longer term	Short or long term	Short or long term	Short or long term
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13.3 Appendix 3: Scenario Versions

13.3.1 Appendix 3: Scenario One: (A+F-T-)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. However, you still have not heard back from the solicitor by the following afternoon so you phone again. This time you are put through and explain the situation to him.

The solicitor greets you warmly, listens carefully to you and asks a number of questions. He tells you he has a lot of experience in this area and given what you have told him the trade mark application is likely to succeed. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 and explains how under similar circumstances an application for trade mark registration was successful.

You continue to chat and it soon becomes apparent that you know a lot of mutual business acquaintances and you proceed to exchange some humorous anecdotes about one or two of them. The phone call concludes with the solicitor assuring you that you have nothing to worry about and that he will send a letter in the next post summarising his advice.

By the following week, the correspondence still has not arrived so you phone up to chase it and are told by the solicitor's secretary that she will look into it.

1A+F-T-

13.3.2 Appendix 3: Scenario Two: (A-F-T-)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. However, you still have not heard back from the solicitor by the following afternoon so you phone again. This time you are put through and explain the situation to him.

The solicitor listens to you and then curtly explains that there is a good probability that the trade mark would be granted. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 and explains how under similar circumstances an application for trade mark registration was successful.

When you attempt to ask him some questions he says that from a legal perspective, that is all you need to know and if you want any more information than you will have to speak to his junior. There is a long silence. The phone call concludes with the solicitor informing you that he will send a correspondence summarising his advice together with his invoice and he promptly hangs up.

By the following week, the correspondence still has not arrived so you phone up to chase it and are told by the solicitor's secretary that she will look into it.

2A-F-T-

13.3.3 Appendix 3: Scenario Three (A+F+T+)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. Sure enough, the solicitor rings you back within 30 minutes and you explain the situation to him.

The solicitor greets you warmly, listens carefully to you and asks a number of questions. He tells you he has a lot of experience in this area and given what you have told him, the trade mark application is unlikely to succeed.

He explains that a distinctive trade mark will distinguish the goods of one undertaking from another. In other words, the application is weak as it lacks the distinction required to achieve this and is unlikely to be successful. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 during his explanation.

You continue to chat and it soon becomes apparent that you know a lot of mutual business acquaintances and you proceed to exchange some humorous anecdotes about one or two of them. The phone call concludes with the solicitor saying it was nice chatting to you and that he will send a letter in the next post summarising his advice.

The correspondence arrives at your premises the following day.

3A+F+T+

13.3.4 Appendix 3: Scenario Four (A-F+T+)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. Sure enough, the solicitor rings you back within 30 minutes and you explain the situation to him.

The solicitor listens to you and then curtly explains that there is a good probability that the trade mark would not be granted. He explains that a distinctive trade mark will distinguish the goods of one undertaking from another. In other words, the application is weak as it lacks the distinction required to achieve this and is unlikely to be successful. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 during his explanation.

When you attempt to ask him some questions he says that from a legal perspective, that is all you need to know and if you want any more information than you will have to speak to his junior. There is a long silence. The phone call concludes with the solicitor informing you that he will send a correspondence summarising his advice together with his invoice and he promptly hangs up.

The correspondence arrives at your premises the following day.

4A-F+T+

13.3.5 Appendix 3: Scenario Five (A+F+T-)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. Sure enough, the solicitor rings you back within 30 minutes and you explain the situation to him.

The solicitor greets you warmly, listens carefully to you and asks a number of questions. He tells you he has a lot of experience in this area and given what you have told him the trade mark application is likely to succeed.

He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 and explains how under similar circumstances an application for trade mark registration was successful.

You continue to chat and it soon becomes apparent that you know a lot of mutual business acquaintances and you proceed to exchange some humorous anecdotes about one or two of them. The phone call concludes with the solicitor assuring you that you have nothing to worry about and that he will send a letter in the next post summarising his advice

The correspondence arrives at your premises the following day.

5A+F+T-

13.3.6 Appendix 3: Scenario Six (A-F+T-)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. Sure enough, the solicitor rings you back within 30 minutes and you explain the situation to him.

The solicitor listens to you and then curtly explains that there is a good probability that the trade mark would be granted. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 and explains how under similar circumstances an application for trade mark registration was successful

When you attempt to ask him some questions he says that from a legal perspective, that is all you need to know and if you want any more information than you will have to speak to his junior. There is a long silence. The phone call concludes with the solicitor informing you that he will send a correspondence summarising his advice together with his invoice and he promptly hangs up.

The correspondence arrives at your premises the following day

6A-F+T-

13.3.7 Appendix 3: Scenario Seven (A+F-T+)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. However, you still have not heard back from the solicitor by the following afternoon so you phone again. This time you are put through and explain the situation to him.

The solicitor greets you warmly, listens carefully to you and asks a number of questions. He tells you he has a lot of experience in this area and given what you have told him, the trade mark application is unlikely to succeed. He explains that a distinctive trade mark will distinguish the goods of one undertaking from another. In other words, the application is weak as it lacks the distinction required to achieve this and is unlikely to be successful. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 during his explanation

You continue to chat and it soon becomes apparent that you know a lot of mutual business acquaintances and you proceed to exchange some humorous anecdotes about one or two of them. The phone call concludes with the solicitor saying it was nice chatting to you and that he will send a letter in the next post summarising his advice.

By the following week, the correspondence still has not arrived so you phone up to chase it and are told by the solicitor's secretary that she will look into it.

7A+F-T+

13.3.8 Appendix 3: Scenario Eight (A-F-T+)

Imagine you are the Managing Director of a medium sized company involved in the manufacture of electrical products. You have recently applied for a trade mark for a three headed shaver. However, a competitor company is alleging that the design is not distinctive and therefore the application should fail. You recall a business acquaintance faced a similar situation. You phone her. She advises you to immediately seek legal advice and recommends the Commercial Law partner in a nearby law firm.

On phoning the firm, you are informed by the partner's secretary that he is currently in a meeting and so you enquire as to how long he is likely to be. His secretary informs you that he will be out of the meeting within half an hour and she will get him to contact you immediately. However, you still have not heard back from the solicitor by the following afternoon so you phone again. This time you are put through and explain the situation to him.

The solicitor listens to you and then curtly explains that there is a good probability that the trade mark would not be granted. He explains that a distinctive trade mark will distinguish the goods of one undertaking from another. In other words, the application is weak as it lacks the distinction required to achieve this and is unlikely to be successful. He specifically cites the case of Philips Electronics NV v Remington Consumer Products Ltd (2002) All ER (EC) 634 during his explanation.

When you attempt to ask him some questions he says that from a legal perspective, that is all you need to know and if you want any more information than you will have to speak to his junior. There is a long silence. The phone call concludes with the solicitor informing you that he will send a correspondence summarising his advice together with his invoice and he promptly hangs up.

By the following week, the correspondence still has not arrived so you phone up to chase it and are told by the solicitor's secretary that she will look into it.

8A-F-T+

13.4 Appendix 4 First Draft of Questionnaire Template for Scenarios

Legal Services Satisfaction

I am a lecturer in the Department of Marketing currently researching client satisfaction within a legal services market context. I would be most grateful if you could spare a few minutes to complete this questionnaire and return it to me. All information will be treated in the strictest confidence.

Please read the following scenario and imagine yourself in the role described

The next part of the questionnaire will ask you a number of questions about the incident, which you have just read. There are no “right” or “wrong” answers. Please read the instructions for each section carefully. If you find any questions confusing, please answer them as best you can.

Part 1: Scenario Assessment

	Agree Strongly	Agree	Unsure	Disagree	Strongly Disagree
1 I believe that such an incident can happen in real life	5	4	3	2	1

Part 2: Assessment of the quality of the service

I would like you to answer the following question about the legal advice given which most closely reflects your opinion.

	Yes	No	Don't Know
2 Was the legal advice given correct?			

The following statements refer to your thoughts about the incident described in the scenario. Please rate how satisfied or dissatisfied you are by marking the appropriate number. *Please mark one and only one number for each question*

How would you rate your satisfaction with the following:

		Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied
3	The importance attached to legal detail by the partner	5	4	3	2	1
4	The extent of personal chemistry with the partner	5	4	3	2	1
5	The accessibility of the partner	5	4	3	2	1
6	The legal knowledge of the partner giving the advice	5	4	3	2	1
7	The partner's fit with your style	5	4	3	2	1
8	The commerciality of the legal advice	5	4	3	2	1
9	The degree of attention the partner appeared to give your request.	5	4	3	2	1
10	The degree of partner involvement	5	4	3	2	1
11	The quality of the legal advice given	5	4	3	2	1
12	The fees charged for the legal advice given	5	4	3	2	1

Part 3: Feelings and Emotions

The third part of the questionnaire deals with your feelings and emotions during and/or after the incident. The following scale consists of a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer.

Remembering to imagine yourself as the person in the scenario, indicate to what extent you would feel the following;

		Not at all	A Little	Moderately	Quite a bit	Extremely
13	Frustrated	5	4	3	2	1
14	Optimistic	5	4	3	2	1
15	Irritated	5	4	3	2	1
16	Calm	5	4	3	2	1
17	Envious	5	4	3	2	1
18	Amazed	5	4	3	2	1
19	Nervous	5	4	3	2	1
20	Surprised	5	4	3	2	1
21	Tense	5	4	3	2	1
22	Thrilled	5	4	3	2	1
23	Sad	5	4	3	2	1
24	Jealousy	5	4	3	2	1
25	Peaceful	5	4	3	2	1
26	Scared	5	4	3	2	1
27	Passion	5	4	3	2	1
28	Happy	5	4	3	2	1
29	Panicky	5	4	3	2	1
30	Encouraged	5	4	3	2	1
31	Contented	5	4	3	2	1
32	Humiliated	5	4	3	2	1
33	Loneliness	5	4	3	2	1
34	Joyful	5	4	3	2	1
35	Afraid	5	4	3	2	1
36	Enthusiastic	5	4	3	2	1
37	Depressed	5	4	3	2	1
38	Homesickness	5	4	3	2	1
39	Guilty	5	4	3	2	1
40	Relieved	5	4	3	2	1
41	Hopeful	5	4	3	2	1
42	Worried	5	4	3	2	1
43	Love	5	4	3	2	1
44	Pleased	5	4	3	2	1
45	Angry	5	4	3	2	1
46	Excited	5	4	3	2	1
47	Miserable	5	4	3	2	1
48	Eager	5	4	3	2	1
49	Sentimental	5	4	3	2	1
50	Embarrassed	5	4	3	2	1
51	Fulfilled	5	4	3	2	1
52	Astonished	5	4	3	2	1
53	Warm-heartedness	5	4	3	2	1
54	Discontented	5	4	3	2	1

55	Sexiness	5	4	3	2	1
56	Proud	5	4	3	2	1
57	Unfulfilled	5	4	3	2	1
58	Ashamed	5	4	3	2	1
59	Romantic Love	5	4	3	2	1

		Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied
60	How would you rate your overall satisfaction with the service you received	5	4	3	2	1

		Yes	No	Don't Know
61	Would you contact this solicitor again if a similar situation arose?			

Part 5: Please add any other comments or observations that you may have:

Part 6: Classification Questions

Please could you answer the following questions for classification purposes only:

62	What course are you currently studying?	
63	What is your current occupation?	

		Well Above Average	Above Average	Average	Below Average	Well Below Average
64	How would you classify your legal knowledge ?	5	4	3	2	1

Thank you very much for completing this questionnaire.

13.5 Appendix 5: Final Draft of Questionnaire Template for Scenarios

Legal Services Satisfaction

I am a lecturer in the Department of Marketing currently researching client satisfaction within a legal services market context. I would be most grateful if you could spare a few minutes to complete this questionnaire and return it to me. All information will be treated in the strictest confidence.

Please read the following scenario and imagine yourself in the role described

The next part of the questionnaire will ask you a number of questions about the incident, which you have just read. There are no “right” or “wrong” answers. Please read the instructions for each section carefully. If you find any questions confusing, please answer them as best you can.

Part 1: Scenario Assessment

	Agree Strongly	Agree	Unsure	Disagree	Strongly Disagree
1 I believe that such an incident can happen in real life	5	4	3	2	1

Part 2: Assessment of the quality of the service

I would like you to answer the following question about the legal advice given which most closely reflects your opinion.

	Yes	No	Don't Know
2 Was the legal advice given correct?			

The following statements refer to your thoughts about the incident described in the scenario. Please rate how satisfied or dissatisfied you are by marking the appropriate number. *Please mark one and only one number for each question*

How would you rate your satisfaction with the following:

		Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied
3	The degree of empathy with which your request was dealt with	5	4	3	2	1
4	The importance attached to legal detail by the partner	5	4	3	2	1
5	The courtesy of the partner and staff	5	4	3	2	1
6	The promptness of the advice given	5	4	3	2	1
7	The degree of reassurance and confidence with which the advice was given	5	4	3	2	1
8	The accessibility of the partner	5	4	3	2	1
9	The legal knowledge of the partner giving the advice	5	4	3	2	1
10	The commerciality of the legal advice	5	4	3	2	1
11	How clearly and in language that you understood the advice was given	5	4	3	2	1
12	The reliability of the partner	5	4	3	2	1
13	The degree of attention the partner appeared to give your request.	5	4	3	2	1
14	The degree of partner involvement	5	4	3	2	1
15	The quality of the legal advice given	5	4	3	2	1

Part 3: Feelings and Emotions

The third part of the questionnaire deals with your feelings and emotions during and/or after the incident. The following scale consists of a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer.

Remembering to imagine yourself as the person in the scenario, indicate to what extent you would feel the following;

		Not at all	A Little	Moderately	Quite a bit	Extremely
16	Frustrated	5	4	3	2	1
17	Optimistic	5	4	3	2	1
18	Irritated	5	4	3	2	1
19	Calm	5	4	3	2	1
20	Amazed	5	4	3	2	1
21	Nervous	5	4	3	2	1
22	Surprised	5	4	3	2	1
23	Tense	5	4	3	2	1
24	Thrilled	5	4	3	2	1
25	Sad	5	4	3	2	1
26	Peaceful	5	4	3	2	1
27	Scared	5	4	3	2	1
28	Happy	5	4	3	2	1
29	Panicky	5	4	3	2	1
30	Encouraged	5	4	3	2	1
31	Contented	5	4	3	2	1
32	Humiliated	5	4	3	2	1
33	Joyful	5	4	3	2	1
34	Afraid	5	4	3	2	1
35	Enthusiastic	5	4	3	2	1
36	Depressed	5	4	3	2	1
37	Guilty	5	4	3	2	1
38	Relieved	5	4	3	2	1
39	Hopeful	5	4	3	2	1
40	Worried	5	4	3	2	1
41	Pleased	5	4	3	2	1
42	Angry	5	4	3	2	1
43	Excited	5	4	3	2	1
44	Miserable	5	4	3	2	1
45	Eager	5	4	3	2	1
46	Embarrassed	5	4	3	2	1
47	Fulfilled	5	4	3	2	1
48	Astonished	5	4	3	2	1
49	Discontented	5	4	3	2	1
50	Proud	5	4	3	2	1
51	Unfulfilled	5	4	3	2	1
52	Ashamed	5	4	3	2	1

		Very Satisfied	Satisfied	Unsure	Dissatisfied	Very Dissatisfied
53	How would you rate your overall satisfaction with the service you received	5	4	3	2	1

		Yes	No	Don't Know
54	Would you contact this solicitor again if a similar situation arose?			

Part 5: Please add any other comments or observations that you may have:

Part 6: Classification Questions

Please could you answer the following questions for classification purposes only:

55	What course are you currently studying?	
56	What is your current occupation?	

		Well Above Average	Above Average	Average	Below Average	Well Below Average
57	How would you classify your legal knowledge ?	5	4	3	2	1

Thank you very much for completing this questionnaire.

13.6 Appendix 6 : First Draft of Questionnaire Template for Main Survey

Assessing Legal Services Provided To Your Organisation
Confidential

Please answer all of the following questions. If you would like to make any further comments regarding this questionnaire than please do so at the end. Thank you for your valuable help.

Part 1: Your relationship with your firm(s) of solicitors

Q1- How many law firms does your organisation currently use? (please tick one)

☐ One ☐ two ☐ three ☐ four or more ☐ Don't know

Q2- What is the size of your main law firm? (How many partners does it have?)

☐ 0-9 ☐ 10-25 ☐ 26-50 ☐ 51-75 ☐ 76- 100 ☐ 100+ ☐ Don't Know

Q3- If your organisation is currently dealing with more than one firm of solicitors, what are the reasons for this?

(Please rank as appropriate e.g. 1, 2, 3 etc)

☐ Face-to-face ☐ Phone ☐ Letter ☐ E-mail Other_____

Q5- Do you have a main contact solicitor (Client Relationship Manager) at your main firm of Solicitors?

☐ Yes ☐ No

Q6- On average, how often do you meet your main law firm's (contact) solicitor (s) per year?

1- On a business basis

☐ Never

☐ Once or twice

☐ Three or four

☐ Five or six

☐ Seven or Eight

☐ Nine-twelve

☐ Twelve +

1

2- On a social basis (e.g. corporate hospitality)

☐ Never

☐ Once or twice

☐ Three or four

☐ Five or six

☐ Seven or Eight

☐ Nine-twelve

☐ Twelve +

Part 2: Your assessment of the service you receive from your MAIN firm of solicitors

Q7- To what extent are you satisfied with the ongoing quality of service you receive from your main firm of solicitors? (Please circle the following criteria as appropriate):

		Not at all satisfied			Neutral		Extremely satisfied	
		1	2	3	4	5	6	7
1	The degree of empathy shown by the solicitor when dealing with you							
2	The level of legal detail provided by the solicitor							
3	The courtesy of the solicitor							
4	The promptness of the advice given							
5	The degree of reassurance and confidence with which the advice is given							
6	The accessibility of the solicitor							
7	The degree of personal chemistry between you and your solicitor							
8	The legal knowledge of the solicitor giving the advice (e.g. Employment law, patent law etc)							
9	The commercial viability of the legal advice							
10	The frequency of contact initiated by the solicitor							

		Not at all satisfied			Neutral		Extremely satisfied	
11	The clarity of the advice given (The solicitor uses clear and understandable language)	1	2	3	4	5	6	7
12	The reliability of the solicitor	1	2	3	4	5	6	7
13	The degree of attention the solicitor appears to give your request.	1	2	3	4	5	6	7
14	The degree of partner involvement	1	2	3	4	5	6	7
15	The quality of the legal advice given	1	2	3	4	5	6	7
16	The fees charged for the advice given	1	2	3	4	5	6	7
17	Other (Please state) _____ _____	1	2	3	4	5	6	7

Q8- *How important do you consider the following criteria when assessing the quality of service you receive from your MAIN firm of solicitors?:*

		Not at all important			Neutral		Extremely important	
1	The quality of the legal advice (e.g. The legal knowledge of the solicitor, its commercial applicability etc)	1	2	3	4	5	6	7
2	How you interact with the solicitor (e.g. courtesy, empathy, reassurance etc)	1	2	3	4	5	6	7
3	How responsive the solicitor is in terms of your requests (e.g. promptness, accessibility etc)	1	2	3	4	5	6	7

		Not at all important			Neutral		Extremely important	
		1	2	3	4	5	6	7
4	How well you get on with the solicitor on a personal level							
5	The fees charged for the advice given							

Q9- *How many times has your organisation changed its main firm of solicitors in the past five years?*

0
 1
 2
 3
 4
 5+

Why ?

Part 3: Your attitude towards your MAIN firm of solicitors

Q10- Please indicate the extent to which you currently agree or disagree with the following statements

		Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7
1	In general, our main firm of solicitors are completely trustworthy at all times							
2	In general, our main firm of solicitors have a high degree of integrity							
3	In general, our main firm of solicitors can be relied on to make the correct decisions							
4	In general, we are completely committed to our main firm of solicitors							

		Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7
5	My organisation will continue doing business with our main firm of solicitors indefinitely							
6	My organisation is prepared to put maximum effort into maintaining a relationship with our main firm of solicitors							
7	I would speak positively about our main firm of solicitors							
8	I would recommend our main firm of solicitors to other organisations							
9	In general, we are completely satisfied with our main firm of solicitors							

Part 4: How you feel about your MAIN firm of solicitors

The fourth part of the questionnaire deals with the way you FEEL about the RELATIONSHIP you have with your MAIN solicitors. The following scale consists of a number of words that describe different feelings and emotions.

Q11- Please indicate to what extent you FEEL the following emotions when considering your RELATIONSHIP with your main firm of solicitors;

		Not at all			Moderately			Extremely
		1	2	3	4	5	6	7
1	Frustrated	1	2	3	4	5	6	7
2	Optimistic	1	2	3	4	5	6	7
3	Irritated	1	2	3	4	5	6	7
4	Calm	1	2	3	4	5	6	7
5	Envious	1	2	3	4	5	6	7
6	Amazed	1	2	3	4	5	6	7
7	Nervous	1	2	3	4	5	6	7
8	Surprised	1	2	3	4	5	6	7
9	Tense	1	2	3	4	5	6	7
10	Thrilled	1	2	3	4	5	6	7
11	Sad	1	2	3	4	5	6	7
12	Jealousy	1	2	3	4	5	6	7
13	Peaceful	1	2	3	4	5	6	7
14	Scared	1	2	3	4	5	6	7
15	Passion	1	2	3	4	5	6	7
16	Happy	1	2	3	4	5	6	7
17	Panicky	1	2	3	4	5	6	7
18	Encouraged	1	2	3	4	5	6	7
19	Contented	1	2	3	4	5	6	7
20	Humiliated	1	2	3	4	5	6	7
21	Loneliness	1	2	3	4	5	6	7
22	Joyful	1	2	3	4	5	6	7
23	Afraid	1	2	3	4	5	6	7
24	Enthusiastic	1	2	3	4	5	6	7
25	Depressed	1	2	3	4	5	6	7
26	Homesickness	1	2	3	4	5	6	7
27	Guilty	1	2	3	4	5	6	7
28	Relieved	1	2	3	4	5	6	7
29	Hopeful	1	2	3	4	5	6	7
30	Worried	1	2	3	4	5	6	7
31	Love	1	2	3	4	5	6	7
32	Pleased	1	2	3	4	5	6	7
33	Angry	1	2	3	4	5	6	7
34	Excited	1	2	3	4	5	6	7
35	Miserable	1	2	3	4	5	6	7
36	Eager	1	2	3	4	5	6	7
38	Sentimental	1	2	3	4	5	6	7
39	Embarrassed	1	2	3	4	5	6	7
40	Fulfilled	1	2	3	4	5	6	7
41	Astonished	1	2	3	4	5	6	7
42	Warm-heartedness	1	2	3	4	5	6	7
43	Discontented	1	2	3	4	5	6	7

44	Sexiness	1	2	3	4	5	6	7
45	Proud	1	2	3	4	5	6	7
46	Unfulfilled	1	2	3	4	5	6	7
47	Ashamed	1	2	3	4	5	6	7
48	Romantic Love	1	2	3	4	5	6	7

Part 5: Your knowledge of law and legal services

Q12- *Please answer the following questions and statements*

1	How familiar are you with the law and legal services in general?	Very Unfamiliar			Neutral		Very Familiar	
		1	2	3	4	5	6	7
2	How confident are you about which elements of a legal service are most important ?	Very Unconfident			Neutral		Very Confident	
		1	2	3	4	5	6	7
3	How would you classify your legal knowledge relative to other people in general?	Well Below Average			Neutral		Well above Average	
		1	2	3	4	5	6	7
4	I know a lot about the law and legal services compared to other people in general	Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7

Part 6: You and your organisation

Q13- *What is your highest educational qualification?* (Please tick as appropriate)

Post-graduate or professional	
Degree	
Further Education e.g. National Diploma/GNVQ	
GCSE/O-Level/A-Level	
None	

Q14- *Do you have a legal qualification(s)?* (Please tick as appropriate)

No	
Yes	

If yes, please state (e.g. LLB, LPC LLM, etc)_____

Q15- *What is your job title?*_____

Q16-*What is your gender?* Male ☐ Female ☐

Q17- *What is your organisation’s legal identity?*

☐ Sole Trader ☐ Partnership ☐ Private Limited Company ☐ Plc ☐ NFP

Q18- *How many people does your organisation employ?*_____

Part 5: Please add any other comments or observations that you may have:

Thank you very much for your time

If you would like a copy of the findings, please complete the details below

Name: _____

Organisation's Name: _____

Address: _____

13.7 Appendix 7: Final Draft of Questionnaire Template for Main Survey

Assessing Legal Services Provided To Your Organisation
Confidential

Please answer all of the following questions. If you would like to make any further comments regarding this questionnaire than please do so at the end. Thank you for your valuable help.

Part 1: Your relationship with your firm(s) of solicitors

Q1- How many law firms does your organisation currently use? (please tick one)

☐ One ☐ two ☐ three ☐ four or more ☐ Don't know

Q2- What is the size of your main law firm? (How many partners does it have?)

☐ 0-9 ☐ 10-25 ☐ 26-50 ☐ 51-75 ☐ 76- 100 ☐ 100+ ☐ Don't Know

Q3- If your organisation is currently dealing with more than one firm of solicitors, what are the reasons for this?

(Please rank as appropriate e.g. 1, 2, 3 etc)

☐ Face-to-face ☐ Phone ☐ Letter ☐ E-mail Other_____

Q5- Do you have a main contact solicitor (Client Relationship Manager) at your main firm of Solicitors?

☐ Yes ☐ No

Q6- On average, how often do you meet your main law firm's (contact) solicitor (s) per year?

1- On a business basis

☐ Never

☐ Once or twice

☐ Three or four

☐ Five or six

☐ Seven or Eight

☐ Nine-twelve

☐ Twelve +

1

2- On a social basis (e.g. corporate hospitality)

☐ Never

☐ Once or twice

☐ Three or four

☐ Five or six

☐ Seven or Eight

☐ Nine-twelve

☐ Twelve +

Part 2: Your assessment of the service you receive from your MAIN firm of solicitors

Q7- To what extent are you satisfied with the ongoing quality of service you receive from your main firm of solicitors? (Please circle the following criteria as appropriate):

		Not at all satisfied			Neutral		Extremely satisfied	
		1	2	3	4	5	6	7
1	The degree of empathy shown by the solicitor when dealing with you							
2	The level of legal detail provided by the solicitor							
3	The courtesy of the solicitor							
4	The promptness of the advice given							
5	The degree of reassurance with which the advice is given							
6	The accessibility of the solicitor							
7	The law firm's cultural fit with your organisation's style of doing business							
8	The legal specialisation of the solicitor giving the advice (e.g. Employment law, patent law etc)							
9	The commercial viability of the legal advice							
10	The frequency of contact initiated by the solicitor							

		Not at all satisfied			Neutral		Extremely satisfied	
		1	2	3	4	5	6	7
11	The clarity of the advice given (The solicitor uses clear and understandable language)	1	2	3	4	5	6	7
12	The reliability of the solicitor	1	2	3	4	5	6	7
13	The degree of attention the solicitor appears to give your request.	1	2	3	4	5	6	7
14	The degree of partner involvement	1	2	3	4	5	6	7
15	The quality of the legal advice given	1	2	3	4	5	6	7
16	How well you get on with the solicitor on a personal basis	1	2	3	4	5	6	7
17	The degree of confidence with which the advice is given	1	2	3	4	5	6	7
18	The fees charged for the advice given	1	2	3	4	5	6	7
19	Other (Please state) _____ _____	1	2	3	4	5	6	7

Q8- *How important do you consider the following criteria when assessing the quality of service you receive from your **MAIN** firm of solicitors?:*

		Not at all important			Neutral		Extremely important	
		1	2	3	4	5	6	7
1	The quality of the legal advice (e.g. The legal knowledge of the solicitor, its commercial applicability etc)	1	2	3	4	5	6	7
2	How you interact with the solicitor (e.g. courtesy, empathy, reassurance etc)	1	2	3	4	5	6	7
3	How responsive the solicitor is in terms of your requests (e.g. promptness. accessibility etc)	1	2	3	4	5	6	7

		Not at all important			Neutral		Extremely important	
		1	2	3	4	5	6	7
4	How well you get on with the solicitor on a personal level							
5	The fees charged for the advice given							

Q9- *How many times has your organisation changed its main firm of solicitors in the past five years?*

0
 1
 2
 3
 4
 5+

Why ?

Part 3: Your attitude towards your MAIN firm of solicitors

Q10- *Please indicate the extent to which you currently agree or disagree with the following statements*

		Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7
1	In general, our main firm of solicitors are completely trustworthy at all times							
2	In general, our main firm of solicitors have a high degree of integrity							
3	In general, our main firm of solicitors can be relied on to make the correct decisions							
4	In general, we are completely committed to our main firm of solicitors							

		Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7
5	My organisation will continue doing business with our main firm of solicitors indefinitely	1	2	3	4	5	6	7
6	My organisation is prepared to put maximum effort into maintaining a relationship with our main firm of solicitors	1	2	3	4	5	6	7
7	I would speak positively about our main firm of solicitors	1	2	3	4	5	6	7
8	I would recommend our main firm of solicitors to other organisations	1	2	3	4	5	6	7
9	In general, we are completely satisfied with our main firm of solicitors	1	2	3	4	5	6	7

Part 4: How you feel about your MAIN firm of solicitors

The fourth part of the questionnaire deals with the way you FEEL about the RELATIONSHIP you have with your MAIN solicitors. The following scale consists of a number of words that describe different feelings and emotions.

Q11- *Please indicate to what extent you FEEL the following emotions when considering your RELATIONSHIP with your main firm of solicitors;*

		Not at all			Moderately		Extremely	
		1	2	3	4	5	6	7
1	Frustration	1	2	3	4	5	6	7
2	Optimism	1	2	3	4	5	6	7
3	Calmness	1	2	3	4	5	6	7
4	Astonishment	1	2	3	4	5	6	7
5	Worry	1	2	3	4	5	6	7
6	Enthusiasm	1	2	3	4	5	6	7

7	Sadness	1	2	3	4	5	6	7
8	Relief	1	2	3	4	5	6	7
9	Fear	1	2	3	4	5	6	7
10	Pleasure	1	2	3	4	5	6	7
11	Contentment	1	2	3	4	5	6	7
12	Shame	1	2	3	4	5	6	7
13	Discontentment	1	2	3	4	5	6	7
14	Pride	1	2	3	4	5	6	7

Part 5: Your knowledge of law and legal services

Q12- *Please answer the following questions and statements*

1	How familiar are you with the law and legal services in general?	Very Unfamiliar			Neutral		Very Familiar	
		1	2	3	4	5	6	7
2	How confident are you about which elements of a legal service are most important ?	Very Unconfident			Neutral		Very Confident	
		1	2	3	4	5	6	7
3	How would you classify your legal knowledge relative to other people in general?	Well Below Average			Neutral		Well above Average	
		1	2	3	4	5	6	7
4	I know a lot about the law and legal services compared to other people in general	Strongly Disagree			Neutral		Strongly Agree	
		1	2	3	4	5	6	7

Part 6: You and your organisation

Q13- *What is your highest educational qualification?* (Please tick as appropriate)

Post-graduate or professional	
Degree	
Further Education e.g. National Diploma/GNVQ	
GCSE/O-Level/A-Level	
None	

Q14- *Do you have a legal qualification(s)?* (Please tick as appropriate)

No	
Yes	

If yes, please state (e.g. LLB, LPC LLM, etc)_____

Q15- *What is your job title?*_____

Q16-*What is your gender?* Male ☐ Female ☐

Q17- *What is your organisation's legal identity?*

☐ Sole Trader ☐ Partnership ☐ Private Limited Company ☐ Plc ☐ NFP

Q18- *How many people does your organisation employ?*_____

Part 5: Please add any other comments or observations that you may have:

Thank you very much for your time

If you would like a copy of the findings, please complete the details below

Name: _____

Organisation's Name: _____

Address: _____

13.8 Appendix 8: Covering Letter for Main Survey

Name:
Address1:
Address2:
Address3:
Address4:

What Do You Think About Legal Services Provided by Law Firms to your Organisation?

Dear Sir/Madam

I am a senior lecturer in the Department of Marketing, Leicester Business school; currently undertaking a PhD at the University of Nottingham. This focuses on understanding how organisations assess the quality of service they receive from Law firms.

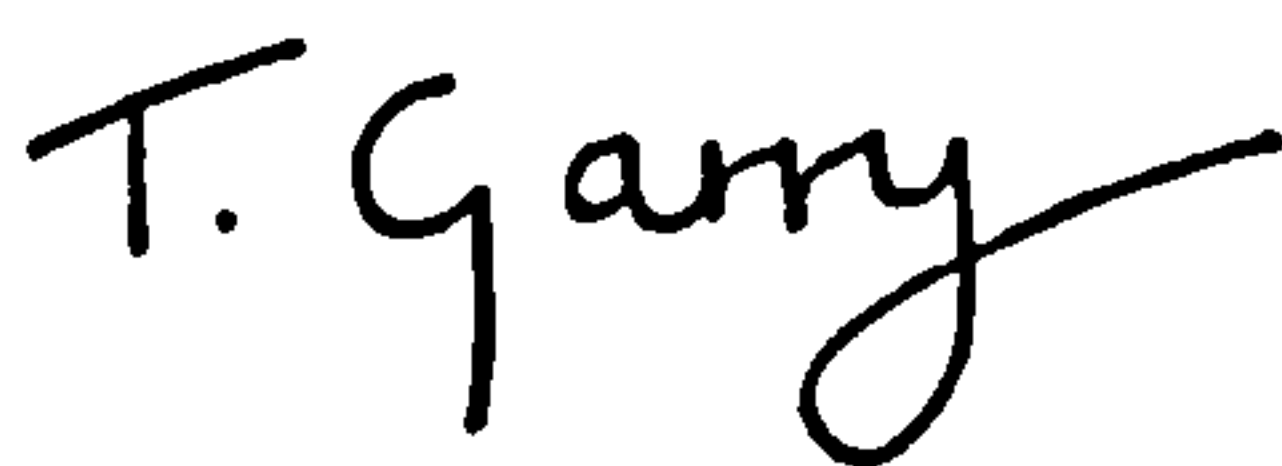
I would be grateful if you could spare some of your time to complete the enclosed questionnaire which has been sent to a random sample of UK organisations. Although the questionnaire may appear quite long, most of the questions ask you just to circle a number or tick a box and it should take only about 12 minutes to complete.

Please return this questionnaire in the pre-paid envelope provided. If you would like a summary of the findings than please complete your details at the back of the questionnaire.

All information will be treated in the strictest confidence and the anonymity of respondents is guaranteed. If you have any queries than please do not hesitate to contact myself (0116 257 7226) or my supervisor Professor Christine Ennew (0115 951 5259)

Thank-you very much for your help and I look forward to hearing from you in the near future.

Yours Sincerely,



Tony Garry
Senior Lecturer

13.9 Appendix 9: Follow Up Letter

Name:

Address1:

Address2:

Address3:

Address4

What Do You Think About Legal Services Provided by Law Firms to your Organisation?

Reminder

Dear Sir/Madam

You may recall that I recently wrote to you asking you to complete a questionnaire on some research that I am conducting which focuses on understanding how organisations assess the quality of service they receive from Law firms.

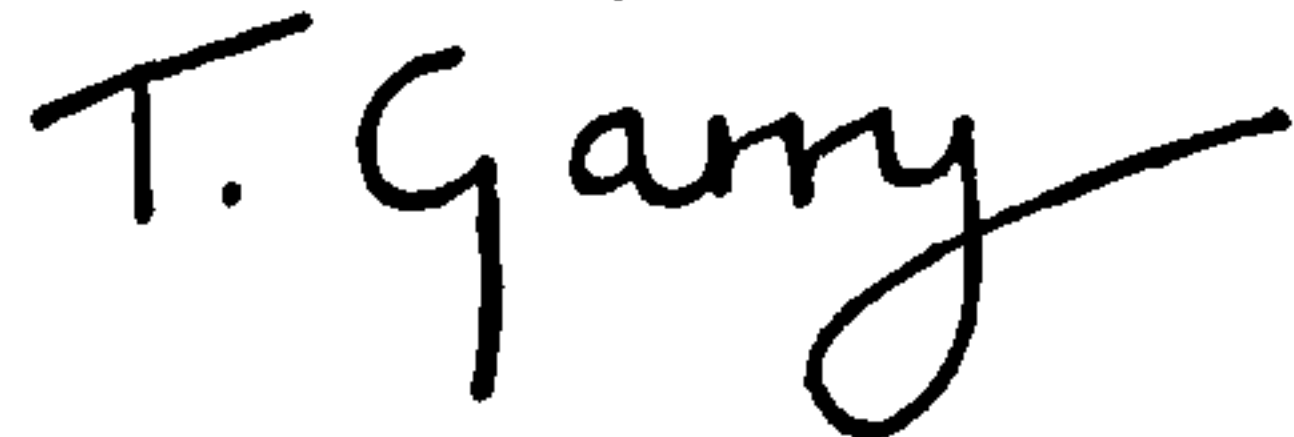
If you have already completed and returned the questionnaire please accept my apologies for contacting you again and my thanks for completing the questionnaire. If you have not, could I ask you once more to spare some of your time to complete the questionnaire. I have enclosed another copy of the questionnaire.

May I remind you that although the questionnaire may appear quite long, most of the questions ask you just to circle a number or tick a box and it should take only about 12 minutes to complete.

Please return this questionnaire in the pre-paid envelope provided. If you would like a summary of the findings, please complete your details at the back of the questionnaire. All information will be treated in the strictest confidence and the anonymity of respondents is guaranteed. If you have any queries then please do not hesitate to contact myself (0116 257 7226) or my supervisor Professor Christine Ennew (0115 951 5259)

Thank-you very much for your help and I look forward to hearing from you in the near future.

Yours Sincerely,



Tony Garry
Senior Lecturer

13.10 Appendix 10: : Independent Sample t-test for the Scenario Manipulations

13.10.1 Appendix 10: Table 1: Independent Sample t-test for the Manipulation of the Functional Element of the Service

<u>Item</u>	<u>Positive Outcome Mean Score</u>	<u>Negative Outcome Mean Score</u>	<u>Sig. of t (2-tailed)</u>
<i>Empathy</i>	3.19	2.88	.156
<i>Courtesy</i>	3.37	2.62	.001
<i>Promptness</i>	4.0	2.48	.000
<i>Accessibility</i>	3.68	2.34	.000
<i>Reassurance and confidence</i>	3.59	3.01	.003
<i>Clear and understandable language</i>	3.53	3.36	.336
<i>Reliability</i>	3.47	2.59	.000
<i>Attention</i>	3.14	2.45	.001
<i>Partner involvement</i>	3.22	2.69	.006

13.10.2 Appendix 10: Table 2: Independent Sample t-test for the Manipulation of the Affective Element of the Service

<u>Item</u>	<u>Positive Outcome Mean Score</u>	<u>Negative Outcome Mean Score</u>	<u>Sig. of t (2-tailed)</u>
<i>Frustrated</i>	3.71	2.79	.000
<i>Optimistic</i>	3.33	3.80	.039
<i>Irritated</i>	3.57	2.79	.001
<i>Calm</i>	3.10	3.91	.000
<i>Amazed</i>	4.10	3.5	.012
<i>Nervous</i>	4.07	3.59	.029
<i>Surprised</i>	3.74	3.27	.029
<i>Tense</i>	3.79	3.20	.007
<i>Thrilled</i>	4.22	4.48	.211
<i>Sad</i>	4.41	3.66	.001
<i>Peaceful</i>	4.00	4.55	.003
<i>Scared</i>	4.36	4.04	.112
<i>Happy</i>	3.78	4.32	.014
<i>Panicky</i>	4.22	3.81	.052
<i>Encouraged</i>	3.63	4.24	.003
<i>Content</i>	3.67	4.16	.015
<i>Humiliated</i>	4.69	3.73	.000
<i>Joyful</i>	4.29	4.75	.008
<i>Afraid</i>	4.46	4.09	.058

<i>Enthusiastic</i>	3.86	4.52	.001
<i>Depressed</i>	4.38	3.91	.023
<i>Guilty</i>	4.81	4.65	.252
<i>Relieved</i>	3.86	4.33	.022
<i>Hopeful</i>	3.38	3.91	.011
<i>Worried</i>	3.47	3.41	.777
<i>Pleased</i>	3.78	4.40	.002
<i>Angry</i>	4.12	3.15	.000
<i>Excited</i>	4.15	4.53	.053
<i>Miserable</i>	4.42	3.98	.022
<i>Eager</i>	3.52	4.40	.000
<i>Embarrassed</i>	4.68	4.31	.025
<i>Fulfilled</i>	4.00	4.65	.000
<i>Astonished</i>	4.10	3.47	.008
<i>Discontented</i>	3.78	2.90	.000
<i>Proud</i>	4.41	4.66	.132
<i>Unfulfilled</i>	3.76	2.88	.000
<i>Ashamed</i>	4.69	4.34	.053

13.10.3Appendix 10 :Table 3: Independent Sample t-test for the Manipulation of the Technical Element of the Service for the NLPC Group

<u>Item</u>	<u>Positive Outcome (Correct Advice) Mean Score</u>	<u>Negative Outcome (Incorrect Advice) Mean Score</u>	<u>Sig. of t (2-tailed)</u>
<i>Legal detail</i>	3.07	3.09	.964
<i>Legal knowledge</i>	3.00	3.3	.123
<i>Commerciality of advice</i>	3.00	2.94	.785
<i>Quality of advice</i>	2.93	3.03	.645

13.10.4Table 4: Independent Sample t-test for the Manipulation of the Technical Element of the Service for the LPC Group

<u>Item</u>	<u>Positive Outcome (Correct Advice) Mean Score</u>	<u>Negative Outcome (Incorrect Advice) Mean Score</u>	<u>Sig. of t (2-tailed)</u>
<i>Legal detail</i>	3.48	2.29	.000
<i>Legal knowledge</i>	3.83	2.38	.000
<i>Commerciality of advice</i>	3.42	2.33	.000
<i>Quality of advice</i>	3.58	1.96	.000