

Memoryscape

How managers can create lasting customer experiences

McColl, Rod; Mattsson, Jan; Charters, Kathleen

Published in:
Journal of Business Strategy

DOI:
[10.1108/JBS-02-2021-0031](https://doi.org/10.1108/JBS-02-2021-0031)

Publication date:
2022

Document Version
Peer reviewed version

Citation for published version (APA):
McColl, R., Mattsson, J., & Charters, K. (2022). Memoryscape: How managers can create lasting customer experiences. *Journal of Business Strategy*, 43(6), 397-405. <https://doi.org/10.1108/JBS-02-2021-0031>

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain.
- You may freely distribute the URL identifying the publication in the public portal.

Take down policy

If you believe that this document breaches copyright please contact rucforsk@kb.dk providing details, and we will remove access to the work immediately and investigate your claim.



Memoryscale: How managers can create lasting customer experiences

Journal:	<i>Journal of Business Strategy</i>
Manuscript ID	JBS-02-2021-0031.R2
Manuscript Type:	Article
Keywords:	service experience memories, memoryscale, customer experiences, conceptual framework, memorable experiences, customer memories

SCHOLARONE™
Manuscripts

This author accepted manuscript is deposited under a Creative Commons Attribution Non-commercial 4.0 International (CC BY-NC) licence. This means that anyone may distribute, adapt, and build upon the work for non-commercial purposes, subject to full attribution. If you wish to use this manuscript for commercial purposes, please contact permissions@emerald.com.

Memoryscape: Explaining how managers can create memorable customer experiences

Abstract

Purpose: A detailed conceptualization of how service experiences are transformed into a memory and the circumstances surrounding a memorable experience is not available in the customer experience literature. This paper addresses this gap using a multi-dimensional framework (memoryscape) to explain memory processes for service experiences.

Design/methodology/approach: The paper integrates psychology research, and particularly autobiographical memory, within customer experience management.

Findings: The paper proposes a comprehensive, multi-dimensional framework (memoryscape) of memory and highlights managerial implications.

Originality: Integrates and adapts memory research to provide insights for service experiences.

Practical implications: We present four managerial priorities for managing customer experience memories.

Key words: service experience memories, memoryscape, conceptual framework

How managers can create memorable customer experiences

Social media is filled with customers sharing memories of their experiences—both positive and negative. Each of us remember some experiences so well that they are recalled in great detail, even after considerable time has elapsed. Consider the following example:

‘At a large conference, several close friends were looking forward to having dinner.

As the weather was unpleasant, we preferred to stay at the hotel for the meal, however

all the upscale restaurants were fully booked. A less formal restaurant had tables

available, so we chose that option. Unfortunately, a band was playing and the music

was too loud to carry on a conversation. The manager, unable to locate a quieter table,

volunteered to find a restaurant outside the hotel. After establishing our food

preferences, the manager recommended a restaurant, made the arrangements and

organized a taxi. She also comped pre-dinner drinks which were already consumed.

The recommended restaurant proved to be an excellent choice and the evening turned

out splendidly (Berry 2009 p.309).’

In contrast, other services, seemingly experienced in a similar way, are lost from memory shortly afterwards. Understanding the memory creation process is important for practitioners and researchers. For example, why was this experience recalled so vividly? How does the creation of positive memories benefit customers and managers? Can companies influence customer memories?

A review of various management books on this topic suggests that customer memories arise from episodes of “customer delight”. Delight has been described as an emotional response of surprise resulting from a very positive experience. This definition takes the industry-wide measure of customer satisfaction and proposes that memories are created when customers’ perceptions greatly exceeded expectations. Unfortunately, this explanation is over-simplistic.

1
2
3 Customer memories are crucial in marketing, as considerable research validates the link
4 between memories, attitudes, and purchase behavior. Because consumption decisions and
5 memories share similar cognitive and neural processes, consumers draw heavily on memories
6 to make purchase decisions and for telling others about their experiences. This explains why
7 many organizations, such as Disney, Starbuck's and Apple, are paying increased attention to
8 creating memorable customer experiences.
9

10
11 Although scholars have studied memory extensively, this literature remains scant in
12 relation to service experiences. To address this knowledge gap, we assimilate theories and
13 empirical findings to propose an integrated conceptual framework of the service memory
14 process (memoryscape), to provide insights for managers looking to create memorable
15 customer experiences. Our memoryscape framework (Figure 1) draws from research in
16 psychology, particularly autobiographical memory, and incorporates the well-examined stages
17 of the memory process—*encoding*, *consolidation*, and *retrieval* (Tulving 1972)—that influence
18 whether an experience is remembered or forgotten. We also incorporate a systems-storage view,
19 whereby sensory input is received, stored, organised, altered, and recovered for decision-
20 making. *Memoryscape is defined as the process whereby service experiences are framed,*
21 *consolidated, and incorporated into personally meaningful narratives, which may include*
22 *details about the date and time, place, personal circumstances, interactions with people,*
23 *tangible elements and be influenced by affect.*
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

47
48
49 INSERT FIGURE 1 HERE
50
51
52
53
54
55
56
57
58
59
60

Conceptual Framework

Service Experience Memories

We outline four distinct phases of memory process within the memoryscape: *pre-experience framing*, *experience framing*, *experience consolidation*, and *service experience memories*.

Memories of service experiences are fundamentally autobiographical—created, stored, and recalled in the form of personal narratives, which provide customers with an explanatory framework for structuring and integrating new experiences into past experiences. Although memory research has a long history, studies of autobiographical memory is relatively recent. As experience recollections are reconstructed, memories are rarely fully accurate representations of an original experience and may even contain false recollections. In fact, many customers simultaneously experiencing the same service may have different recollections. Distinguishing between what customers retain in memory and what they forget is a key objective for managers looking to build memorable experiences.

Tulving (1972) distinguishes two types of declarative memory—semantic and episodic. Semantic memory refers to general knowledge such as stored knowledge of schemata and scripts, whereas episodic memory is situated in a time and place, with an awareness of having had the experience (autonoetic). Importantly, service experience memories contain both semantic memory and details relevant to a specific service experience, which are highly personal.

Pre-experience Framing

Customers generally believe that their consumption decisions are driven by memories of their experiences and may be unaware that such recollections may be distorted by external information (Loftus and Pickrell 1995). Consequently, memories are influenced by a broad range of communication (marketing communications, social media, and word-of-mouth)

1
2
3 received before (and after) consumption of the core experience. We describe these phenomena
4
5 as *pre-experience framing*.
6
7
8
9

10 ***Marketing Communications***

11
12 Communications received prior to an experience forward-frame encoding of service promises.
13
14 This process may be especially critical in experiences for which customers have no existing
15
16 schema or reference frame. Customers may also be affected by communications received
17
18 following an experience, referred to as backward framing. Studies in product advertising have
19
20 shown these factors to be particularly persuasive in influencing customers' memories,
21
22 especially when exposure occurs close to memory retrieval such as immediately prior to
23
24 purchase (Braun-LaTour et al. 2004).
25
26
27

28
29 Interrelated research outlines two particular communication styles that influence
30
31 framing: narratives and nostalgia. Narrative-based communications enable customers to
32
33 imagine coherent stories, rather than remembering disconnected features of experiences.
34
35 Nostalgia advertising involves the use of reflective cues to trigger recall of past positive
36
37 experiences. Drawing on schema congruency theory, successful retrieval of a service
38
39 experience is likely to be greater when nostalgic communication cues are plausible and
40
41 consistent with customers' stored memories.
42
43
44
45
46

47 ***Social Media and Word-of-Mouth***

48
49 Individual memories may also be pre-framed by other people's, shared through social media
50
51 and/or word-of-mouth. As customers place trust in these communications, their recollections
52
53 may be influenced by others' judgments and perceptions of experiences shared via customer
54
55 blogs, brand ratings, and purchase advice. Evidence from autobiographical memory research
56
57 suggests that shared communications may also shape individual and collective memories of a
58
59
60

1
2
3 population, in this instance, through a process of contagion. Importantly for managers, when
4
5 reconstructing memories from multiple information sources, customers can struggle to
6
7 differentiate consumer and marketer-generated content.
8
9

10 11 12 **Service Experience Framing**

13
14 Service experience memories are also shaped by the context in which they are encoded and
15
16 created, a process we describe as *service experience framing*. Framing primes extraction,
17
18 arrangement, and interpretation of new information and may lead to the modification of
19
20 schemata, scripts, and experience memories. We identify seven key factors that influence
21
22 experience coding and retrieval, of particular relevance to managers—emotions, valence,
23
24 personal significance, temporal dynamics, service brand, tangible elements, and people
25
26 encountered during an experience.
27
28
29
30
31

32 33 ***Experience Context Factors***

34 35 ***Emotions***

36
37 Emotions may be defined as a mental state of readiness that arises from appraisal of events or
38
39 thoughts, which can be evaluated in terms of their range and intensity. Findings from the few
40
41 studies that compare emotions during encoding with those at recall indicate a positive
42
43 correlation between the emotion initially reported and overall memory, with strong emotions
44
45 being more resistant to memory decay (Kemp, Burt, and Furneaux 2008). Importantly strong
46
47 memories are more vivid and comprehensive, and perceived as being more accurate. Research
48
49 into emotional reactions has shown that positive emotions, in particular, lead to higher levels
50
51 of post-exposure recall than negative emotions.
52
53
54
55
56
57
58
59
60

Valence

Research in psychology supports an association between the perceived valence of an event and its likelihood of being encoded into memory. Although people generally feel that positive, rather than negative events, are remembered better, empirical research confirms that negative experiences are more enduring (Mitchell et al. 1997). One thing is clear, however: past experiences influence future decisions and behavior. This apparent paradox that negatively-valenced experiences, but positive emotions are more enduring reflects the complexity of and possibly different mental processes associated with cognitive versus affective assessments. Remarkably however, regardless of experience outcome, all experiences tend to be recalled more positively over time (Walker, Skowronski, and Thompson 2003).

Personal Significance

As extensive research in autobiographical memory shows that personally significant events are recalled more frequently than less meaningful events (Wildschut et al. 2006), service memories are also framed by the level of personal significance attributed to an event. Extraordinary experiences, such as river rafting, are meaningful, however regular, ordinary events also have potential to feel 'extraordinary.' For example, a meeting at the bank will hold greater personal significance for a first home loan application, a medical visit when symptoms are acute or during service failure. Each of these circumstances can trigger deeper processing of the experience during encoding, making them more memorable later.

Temporal Dynamics

Temporal dynamics influence experience encoding and memory retrieval, as memories of life events weaken over time. Two broad theories—*distance*-and *location-based* have been proposed to ascertain the resilience of recent experiences compared with older ones. Distance-

1
2
3 based theories posit memory storage as being chronological with memory traces of recent
4 events being stronger than older experiences. However, there is a lack of empirical support in
5 memory research for distance-based theories, despite marketing studies arguing that first and
6 last interactions are critical in shaping impressions.
7
8
9
10

11
12 Empirical support does exist however, for location-based theories such as ‘time-
13 tagging’, whereby the date or time a particular experience took place is simultaneously encoded
14 and later retrieved. Several studies in autobiographical research demonstrate that experiences
15 accurately situated in time tend to be more fully remembered. Findings also support the idea
16 that experiences remembered within a sequence may be better recalled when associated with
17 the preceding event, such as taking an ocean cruise involving multiple destinations (Walker,
18 Skowronski, and Thompson 2003).
19
20
21
22
23
24
25
26
27
28
29
30

31 ***Service Design and Delivery***

32
33 Service experience memories are also framed by factors which are largely managed by service
34 organizations, including the service brand, service tangibles, and people encountered during an
35 experience.
36
37
38
39
40
41

42 ***Service Brand***

43
44 Service brands emerge and endure principally through customers’ interactions with a service
45 organization. Consequently, they are fundamental to memoryscapes. Two brand categories
46 enjoy distinct advantages in memory creation—*strong* brands and *frequently* purchased brands.
47
48 Powerful brand mythologies associated with strong brands produce elaborate memory
49 structures that can facilitate the formation of new brand associations, enabling customers to
50
51 better visualize a brand’s story and make affective connections through feelings, emotions, and
52
53
54
55
56
57
58
59
60

1
2
3 actions. When customers draw on less developed knowledge structures, as is the case with
4
5 lesser-known brands, such associations are less likely to be associated with a specific brand.
6

7
8 Frequently-consumed brands are also expected to build resilient memories. This applies
9
10 to routine experiences but may also apply to repeated extraordinary events, such as ocean
11
12 cruising, up-scale dining, or multiple hospital stays. Experience frequency ensures that brand
13
14 stories and service scripts are more accessible and familiar, which leads to enhanced procedural
15
16 memory as well as an increased knowledge and ability to encode new experiences.
17
18
19
20

21 ***Tangibles***

22
23 Tangibles comprise *visual* elements (memory of a unique hotel swimming pool or lobby), as
24
25 well as *auditory* (musical notes played prior to public announcements at French railway
26
27 stations), *olfactory* (popcorn scent), and *tactile* elements (interactive and self-service
28
29 technology). Tangibles can build and shape memories using “memory markers” to aid recall
30
31 during cognitive or sensory changes in the environment (Ahn, Liu and Soman 2009). For
32
33 example, specific design features were better recalled one week later compared with others in
34
35 a fast-food restaurant study (LaTour and Carbone 2014), in the same way that the smell of fresh
36
37 popcorn triggers memories of past cinema experiences. Episodic memory research shows that
38
39 recall of olfactory sensations is considerably lower than for visual or auditory information, but
40
41 is more enduring and more emotional. Memoryscapes also look beyond what is remembered to
42
43 incorporate social meaning attributed to recollections of a familiar location which can trigger
44
45 important memories.
46
47
48
49

50
51 This raises the question: which tangible elements are most likely to be retained in
52
53 memory? Across a range of experimental conditions in psychology, distinctiveness and novelty,
54
55 rather than typicality have been linked to increased recall (Brandt, Gardiner, and Macrae 2006).
56
57 However, the fact that well-known brands are more familiar than less well-known brands calls
58
59
60

1
2
3 into question this novelty-encoding hypothesis. Furthermore, what may begin as a novel and
4 distinctive décor may soon become familiar and invisible, especially for regular customers of
5 routine experiences. Novelty and distinctiveness can play a role in creating memories,
6 especially for extraordinary experiences. In these circumstances, unique elements of the
7 memoryscape facilitate encoding and provide memory triggers.
8
9
10
11
12
13
14
15
16

17 *People*

18
19 Service experiences frequently involve interactions with contact employees. Customers may
20 find comfort in the familiarity of interacting with longstanding service providers and other
21 regular customers. As schematic memory biases towards stronger memory for expectancy-
22 congruent information, memories are likely to contain strong memories of service employees'
23 and other customers' unremarkable and expected behavior, especially for everyday services.
24
25
26
27
28
29
30
31
32

33 **Memory Consolidation**

34
35 Unless consolidation of short-term memory takes place, the details of an experience will fade
36 quickly. Consolidation can happen anytime, through involuntary reflection on an experience,
37 conscious rehearsal, or by sharing service stories with others (Walker et al. 2009). The
38 consolidation process is continuous and results from an inter-relationship between encoding
39 and retrieval. This process may even need time to fully form particularly for highly emotional
40 experiences. The consolidation process also involves memory trade-offs in the way information
41 is initially processed and how it is stabilized in memory. Encoding and strengthening previously
42 weak memories can also be initiated by a service organization through a 'tag-and-capture'
43 mechanism, by linking neutral experiences to salient events that take place after encoding.
44
45
46
47
48
49
50
51
52
53
54

55
56 Customers also take specific actions to consolidate service encounters by purchasing
57 souvenirs, collecting memorabilia, or taking photographs, especially for extraordinary
58
59
60

1
2
3 experiences. Artifacts become symbolic reminders that facilitate affective recollections of an
4
5 experience, as a result of its associated uniqueness, usability, and functionality (Torabian and
6
7 Arai, 2016).
8
9

10 11 12 **Moderating Factors**

13
14 Two key factors moderate the memoryscape. These include the experience type and an
15
16 individual's characteristics.
17
18
19

20 21 *Experience Type*

22
23 Ordinary experiences are frequently purchased, everyday services found in industries such as
24
25 retailing, airlines, banking, telecommunications, and hospitality. Extraordinary experiences are
26
27 less frequently experienced and extend beyond daily routine, e.g. river rafting or exotic hotels.
28
29 Customers, as well as service organizations, expect extraordinary experiences to be memorable,
30
31 since they typically involve significant time and effort during pre-consumption and
32
33 considerable financial investment. These experiences also generate heightened emotion or
34
35 anxiety before and during an event making, them more likely to be better recalled.
36
37
38
39

40
41 Memoryscapes are also relevant to ordinary experiences. They too may be emotional,
42
43 personally significant encounters stored in personal narratives. Because ordinary experiences
44
45 are frequent, regular customers retain knowledge of schemata and scripts, which moderates
46
47 attention and uptake of new memories. As memory retrieval is often cue-driven, recall of
48
49 ordinary experiences is optimal when conditions are similar at retrieval to those during
50
51 encoding, such as when a service is re-experienced (Tulving and Thomson 1973).
52
53
54
55
56
57
58
59
60

Individual characteristics

Research in autobiographical and episodic memory demonstrates how memories of experiences are profoundly influenced by personal contexts—cognition, goal setting, affect (emotions and moods), and demographic, social, and cultural contexts—during encoding and retrieval. For example, mood has been shown to bias memories in a way that is consistent with a person's present mood. Consequently, memories are very personal and two people sharing the same event may have quite different recollections. Cultural dimensions can also affect memory as some cultures favor individuality over a collective view, which influences which experiences are noticed and the subsequent meaning attributed to them. Given the diverse meaning attached to the concept of 'service' across cultures, the cultural heritage of both customers and service organizations will influence the encoding and retrieval of service memories.

Managerial Implications

Research into people's general beliefs about memory function (Conway, Justice and Morrison 2014), suggests that managers may harbor inaccurate beliefs about how experience memories are formed. These may hinder management's memory creation efforts. From this research we propose 7 commonly held myths about memory function, that our analyses shows to be false: *Myth 1*: Service experience memories match actual experiences. *Myth 2*: All service experience memories endure over time. *Myth 3*: Service memories reflect the past rather than predict the future. *Myth 4*: Memories arise primarily from positive service experiences. *Myth 5*: Service memories only arise after a surprising experience. *Myth 6*: First and last encounters are the most memorable touchpoints. *Myth 7*: Managers are unable to influence customers' memories.

Our memoryscape framework emphasizes four managerial priorities: communicating and connecting (*pre-framing*), designing and delivering (*framing*), sustaining and sharing (*consolidation*), and measuring and meaning (*memories*).

1. *Communicating and Connecting (pre-framing)*

Memory management begins with an understanding of which messages of the brand experience are intended to be memorable and how marketing communications connect to customers' existing memories. Because memories are reconstructed from multiple information sources, customers are often unable to distinguish between their own experiences and external information received through marketing communications. Consequently, marketing communications play a critical role in making promises and establishing expectations about an experience, particularly for extraordinary experiences where customers are unable to draw from memories of prior experiences. For routine experiences, effective marketing communications should connect with existing memory narratives, to present communication cues that are both plausible and consistent. Connecting marketing communications with existing narratives is perhaps even more essential after a customer has used the product or service, as customers can assess messages for relevance and significance through the prism of personal memories. Social media posts and word-of-mouth can influence the content of individual as well as group memories, so these should be monitored to ensure that they reflect the brand's intended narrative. Marketing communications employing nostalgic, story-based themes, which emphasize the personal significance of a service are particularly helpful for effective memory management.

2. *Designing and Delivering (framing)*

At the heart of memory management is designing and delivering experiences intended to create and sustain customers' memories. Designing memorable experiences extends beyond service processes (blueprints and scripts) to incorporate the service brand, tangibles and people. Strong brands are likely to produce stronger memories than weaker brands. Consequently, service

1
2
3 experiences should attempt to enhance memory of specific brand narratives rather than general
4 memory of a service category. Innovatively designed tangibles associated with extraordinary
5 experiences become memory markers, enhancing encoding and retrieval of associated
6 experiences. As great architects know how to make their works memorable, so too must service
7 designers. For ordinary experiences, tangible design elements should be integrated into the
8 overall theme of the experience, rather than focusing solely on novelty and distinctiveness.
9 Memories of service experiences will also be filled with the names, faces, voices, personality
10 traits, and behavior of service employees and other customers. Therefore, service organizations
11 should value the role of long-term employees and long-standing customers in creating strong
12 brand memories.
13
14

15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60

Creating memorable experiences for extraordinary experiences, as compared with routine services is somewhat easier. These events are usually personally significant, emotional and positive, compared with routine experiences, which tend to be more neutral. For ordinary experiences, challenges can arise in determining what is acceptable and practical in deciding how and where positive, personal and emotional encounters might augment the experience. A more attainable objective when dealing with regular customers of routine services might be to build memories around consistent performance integrated into the brand promise, as individual experiences are less likely to be recalled than for extraordinary events. Overall stronger memories are created for experiences that generate strong and positive emotions, negative experiences rather than positive experiences, personally significant events, and experiences which are linked to a specific time and place.

3. *Sustaining and Sharing (consolidation)*

To endure, services must be consolidated through a process of sustaining and sharing, otherwise they are lost immediately from short-term memory. Service managers can help maintain

1
2
3 customer memories through narratives designed to sustain memories and encourage customers
4
5 to share positive experiences with others. Stories shared through social media and word-of-
6
7 mouth are powerful tools for reinforcing customers' own memories but can also affect the
8
9 memories of other customers through contagion. Service managers may also be able to
10
11 strengthen specific memories even long after an event, by offering rewards or incentives to link
12
13 stored memories to salient events that occur later.
14
15

16
17 Managers of all service types may also influence experience memories through the offer
18
19 of souvenirs and memorabilia meaningfully integrated into a service experience to aid encoding
20
21 and provide a trigger for recall. Understanding which items provide more effective triggers
22
23 would inform merchandising and pricing decisions. In recognition of the importance of
24
25 temporal cues encoded during an experience, customer relationship strategies might also
26
27 comprise sending customized gifts on the anniversary of a major experience to enhance recall
28
29 and reduce memory erosion.
30
31
32
33

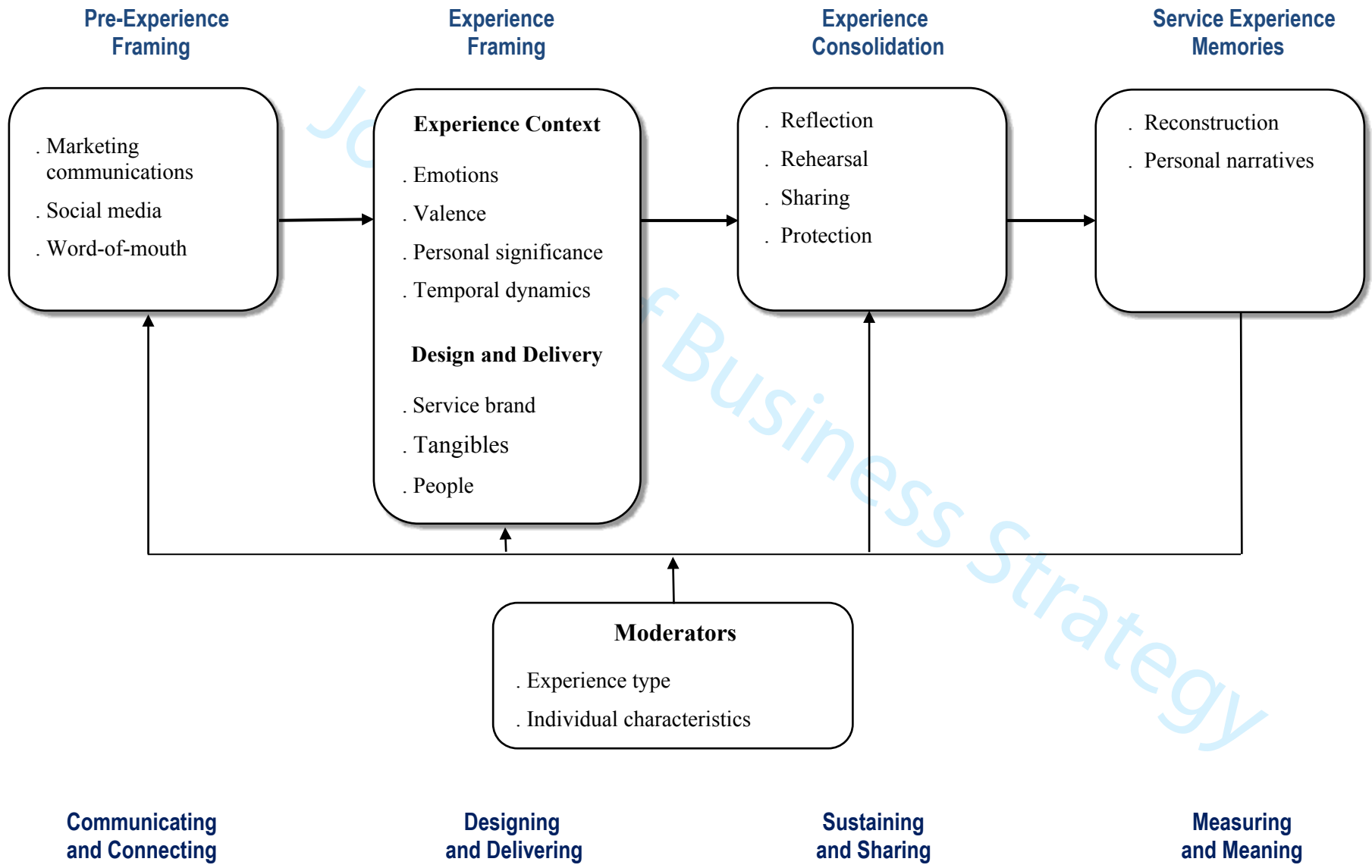
34 35 **4. *Measuring and Meaning (memories)*** 36

37 Measuring what customers remember from an experience, the meaning attributed to their
38
39 recollections, as well as what they forget, are central to experience memory management.
40
41 Memories may be assessed immediately after the service experience, then checked again weeks
42
43 or months later. Capturing and analysing customer experience memories should be integrated
44
45 into the customer feedback process with online forums and blogs which are monitored to track
46
47 the evolution of brand memories. This process may be supplemented by collecting data through
48
49 personal interviews or diaries. Text analysis (using one of many open-source programs) may
50
51 lead to segmenting customers based on their different memories, providing opportunities to
52
53 implement differentiated communication strategies to these groups. Memory research might
54
55 also identify which touchpoints leave lasting impressions, how much of customers' memories
56
57
58
59
60

1
2
3 refer to specific incidents compared with schemata knowledge, and which memories are false.
4
5 Managers should also assess employees' memories about their own service organization as
6
7 these are likely to influence how they relate to customers and the organization.
8
9
10
11

12 **Summary**

13
14 Our examination of relevant memory theory provides a conceptualization of the process and
15
16 circumstances whereby service experiences are transformed into memory, as well as their likely
17
18 content. We describe how service experiences are encoded and consolidated into personal
19
20 narratives through a complex, dynamic process that is moderated by an individual's cognitive,
21
22 emotional, demographic, social, and cultural contexts, in addition to the nature of the experience
23
24 being consumed. Memories are influenced by emotions generated during an experience, the
25
26 perceived valence, personal significance, and temporal dynamics. They are also shaped by an
27
28 organization's service brand, marketing communications, social media, and word-of-mouth
29
30 exchanges. Service experience memories represent what remains after an experience and play
31
32 a critical role in future experience consumption decisions. Although psychologists have begun
33
34 to study this topic, marketers have yet to fully understand the role of memory in service
35
36 experience consumption. In today's service-dominant economy, understanding more about the
37
38 memoryscape should be a managerial and research priority.
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60



1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46

References

- Ahn, Hee-Kyung, Maggie Wenjing Liu, and Dilip Soman (2009), "Memory Markers: How Consumers Recall the Duration of Experiences," *Journal of Consumer Psychology* 19 (3), 508-516.
- Berry, Leonard L. (2009), "Competing with Quality Service in Good Times and Bad," *Business Horizons*, 52 (4), 309-17.
- Brandt, Karen R., John M. Gardiner, and C. Neil Macrae (2006), "The Distinctiveness Effect in Forenames: The Role of Subjective Experiences and Recognition Memory," *British Journal of Psychology*, 97 (2), 269-80.
- Braun-LaTour, Kathryn A., Michael S. LaTour, Jacqueline E. Pickrell, and Elizabeth F. Loftus (2004), "How and When Advertising Can Influence Memory for Consumer Experience," *Journal of Advertising*, 33 (4), 7-25.
- Conway, Martin A., Lucy V. Justice and Catriona M. Morrison (2014), "Beliefs About Autobiographical Memory and Why They Matter," *Psychologist* 27 (7), 502-505.
- Kemp, Simon, Christopher D.B. Burt, and Laura Furneaux (2008), "A Test of the Peak-End Rule with Extended Autobiographical Events," *Memory and Cognition* 36 (1), 132-138.
- LaTour, Kathryn and Lewis Carbone (2014), "Sticktion: Assessing Memory for the Customer Experience," *Cornell Hospitality Quarterly*, 55 (14), 342-353.
- Loftus, Elizabeth F. and Jacqueline E. Pickrell (1995), "The Formation of False Memories," *Psychiatric Annals* 25 (12), 720-725.
- Mitchell, Terence R., Leigh Thompson, Erika Peterson, and Randy Cronk (1997), "Temporal Adjustments in the Evaluation of Events: The 'Rosy View'," *Journal of Experimental Social Psychology*, 33 (4), 421-48.
- Torabian, Pooneh, and Susan M. Arai (2016), "Tourist Perceptions of Souvenir Authenticity: An Exploration of Selective Tourist Blogs," *Current Issues in Tourism* 19 (7), 697-712.

1
2
3 Tulving, Endel (1972), "Episodic and Semantic Memory", in *Organization of Memory*,
4
5 Academic Press: London.

6
7
8 Tulving, Endel and Donald M. Thomson, (1973), "Encoding Specificity and Retrieval
9
10 Processes in Episodic Memory," *Psychological Review* 80 (5), 352.

11
12 Walker, W. Richard, John J. Skowronski, Jeffrey A. Gibbons, Rodney J. Vogl, and Timothy
13
14 D. Ritchie (2009), "Why People Rehearse Their Memories: Frequency of Use and
15
16 Relations to the Intensity of Emotions Associated with Autobiographical Memories,"
17
18 *Memory*, 17 (7), 760-73.

19
20
21 Walker, W. Richard, John J. Skowronski, and Charles P. Thompson (2003), "Life is Pleasant-
22
23 and Memory Helps to Keep it that Way!," *Review of General Psychology*, 7 (2), 203.

24
25
26 Wildschut, Tim, Constantine Sedikides, Jamie Arndt, and Clay Routledge (2006), "Nostalgia:
27
28 Content, Triggers, Functions," *Journal of Personality and Social Psychology*, 91 (5),
29
30 975.
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60