

Lawn Care Companies

Attribute	Importance	BeGreen	GreenIt	UrLawn
Speed	0.2	4	3	3
Accuracy	0.5	3	5	4
Price	0.3	5	4	3
		3.8	4.3	3.5

A common question is, "Where do I get the numbers?" Your own expertise or data are the most frequent sources. However, anywhere you can obtain information that is useful and reliable are fine. The importance weights can be from customer data or based on your own knowledge of the circumstances for a particular decision. Beliefs can be both data from operations or subjective numbers; that is, your own judgment.

Another common question is, "What do I do about the results?" This depends on what type of decision is being made. However, in general there are four important uses for the results: 1) Use the top score as an indicator among other information that this is the best overall performer. 2) Add another attribute. This can be useful when there is not one clear "winner" among the entities. 3) Investigate ways to improve performance on an attribute for a particular entity. This is especially the case if you are comparing yourself or your company to others and you are behind in an important area. 4) Change the importance weights. This is a more complicated option if the weights come from customer surveys or other similar data. It is difficult to convince someone that a particular aspect of something is more or less important, unless you offer compelling evidence that causes them to reconsider.

The model to the left is featured in *Simple Rules You Can Apply Today* needs, simply replace the three labels with whatever it is you want to compare. Three (or two, or four or more) columns as needed) vendors you are comparing in the same order, three employee promotion, three . . .

The other three parts of this type of *multi-attribute attitude model*, or are the attributes (factors involved in the entity being examined), importance attributes (some are more important than others), and beliefs (these are the beliefs of an attribute is present for each compared).

in *Better Customer Service*:

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own care companies with
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