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Have You Found What You're Looking for?: How Values Orientations Affect Pro-Social Change After Transformative Service Experiences

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Abstract

Past research on transformative service experiences suggests that participating individuals may experience positive, as well as (unintended) negative well-being consequences. Most of this work has examined aspects of the service provider and the service experience as a causal factor, underemphasizing aspects of the participants in such experiences as a determinant. Implementing a longitudinal design in the context of a cross-country bike trip to benefit multiple sclerosis, the authors investigate how changes in participants' civic attitudes and skills, as well as perceived personal change and connection to the experience, may depend upon the participants' underlying values orientation. Emerging findings indicate that values associated with achievement and growth may lead to *undesirable* changes in civic attitudes, while values associated with external validation promote positive personal change and enhanced connection to the organization and cause. Implications for transformative service organizations and research limitations are discussed.

Introduction

Transformative service experiences - particularly those involving a community service or volunteer component - lead to "uplifting changes and improvements in the well-being of consumer entities" (Anderson et al. 2013, 1204). Such opportunities are on the rise, as people are increasingly pursuing enrichment-focused or 'voluntourism' experiences that offer value beyond a traditional vacation or international travel (Herrmann 2019). In fact, people will often expend substantial time and financial resources to partake in such experiences. For example, Projects Abroad, an organization built primarily for students taking a gap year in education, provides volunteer travel opportunities across the globe tackling issues including medical internships in Ghana or environmental conservation efforts in the Galapagos Islands (visit: <https://www.projects-abroad.org/>).

Participation in such experiences often are, indeed, transformative: it is well documented that those who participate in service learning trips are likely to experience pro-social change in terms of their civic attitudes and engagement (Mulder et al. 2015). Yet, such experiences do not always create positive, transformative outcomes for participants or other stakeholders in the experience; participants may be overwhelmed by their experience, and served communities may be harmed (Crabtree 2013). Recently, scholars have underscored the need to examine both the positive and negative consequences in well-being and service research, and – notably – the determinants of these responses (Anderson and Ostrom 2018). Further, it is also well documented that people pursue such experiences for different reasons, often based on their underlying values (Carlo et al. 2005), which may play a role in their overall satisfaction and response to the experience. Such differences in values orientations as motivations to consume may explain why transformative service experiences affect people in distinct ways, which we examine in the current work.

The article begins with a discussion of transformative service experiences, followed by a review of consumer values as motivational tendencies for action. We use a longitudinal design to examine changes in participants' civic attitudes in the context of a cross-country bike trip to benefit multiple sclerosis. We provide preliminary evidence that values associated with achievement and growth may, counterintuitively, lead to *undesirable* changes in civic attitudes. These findings are relevant for both participants, as well as those who seek to protect their interest in underscoring how

differences among individuals may impact their well-being in adverse ways. The article concludes with a discussion of the role of consumer values in shaping individual change, as well as managerial implications for service organizations seeking to develop and expand upon transformative service experiences.

Theoretical Background

Transformative Service Experiences

Transformative service research (TSR) is a growing area within the services domain that focuses on the relationship between service and consumer entities, and how they interact to create powerful well-being outcomes (Anderson et al. 2013; Ostrom et al. 2010). In line with past TSR research, we conceptualize well-being in terms of creating “uplifting changes and improvements in the well-being of consumer entities: individuals (consumers and employees), communities and the ecosystem” (Anderson et al. 2003, 1204) and vary in both degree and scope, with many examples including social entrepreneurship (Sigala 2019), immersive charity experiences (Mulder et al. 2015), service cocreation (McColl-Kennedy et al. 2017), and financial counseling (Mende and van Doorn 2015). Individuals may play either a service recipient (e.g., receiving financial counseling to improve personal financial literacy) or service (co-)producer (e.g., doctors participating in medical programs in underdeveloped nations) role. Organizations that find ways to enhance the well-being of consumers and other stakeholders reap benefits in terms of competitive advantage and increased customer loyalty (Rosenbaum 2008).

A key tenet of TSR is that consumers are always in the position of co-creating value with organizations that offer services (Rosenbaum et al. 2011). Thus, while organizations design service experiences to enhance consumers’ well-being, consumers also actively participate in services to tailor their personal experience. Scholarship within TSR is often organization-focused (Previte and Robertson 2019). For example, Mirabito and Berry (2015) investigate the efforts of organizations to engage their employees in personal, well-being-related programs, showing that successful organizations use social-movement-like tactics to create a “culture of health.” Van Doorn et al. (2017) explore how automated social presence – an organizationally determined facet – influences consumers’ experiences in service encounters.

More specifically, research examining the unintended negative consequences of service experiences on well-being (Rosenbaum et al. 2011) focuses on aspects of the organizational partner that cause or create harm; such as service providers who consume conspicuously (Mende et al. 2018), organizational interventions to change a company’s culture (Harris and Ogbonna 2002), or elements of messaging that are meant to warn consumers (Stewart and Martin 1994). More recently, the field begun to examined how consumer intentions and motivations shape their service experience (see Chen et al. 2020). As Russell-Bennett et al. (2019) note, “more is needed in the customer sphere to understand how consumers’ lives can be transformed by service (639).” One fundamental way in which consumers differ from each other, and which may shape their responses to service encounters, is their underlying values orientations.

Consumer Values

A value is “a (1) belief (2) pertaining to desirable end states or modes of conduct, that (3) transcends specific situations, (4) guides selection or evaluation of behavior, people, and events, and (5) is ordered by importance relative to other values to form a system of value priorities” (Schwartz 1995, 21). Because of their enduring nature and influence on behavior, consumer values have indeed received attention within the services domain (Mattila 1999). For example, consumers who espouse pro-environmental values are more likely to view so-called “green” consumption behaviors more favorably (Bailey, Mishra, and Tiamiyu 2018). Furthermore, consumers’ values can explain differences in their responses to consumption situations: Bigné-Alcañiz, Currás-Pérez, and Sánchez-García (2009) showed that people with more altruistic values used different criteria to assess a cause-related marketing promotion than did non-altruistic consumers.

One conceptualization of values that has been frequently applied in consumer research is Kahle’s List of Values (Kahle 1983; Kahle, Beatty, and Homer 1986). The List of Values (LOV) identifies nine distinct values consisting of: self-respect, security, and excitement, among others, and is utilized in a range of contexts (Kahle 1996), in particular service contexts (Kahle and Kennedy 1998). The LOV conceptualization is an ideal mechanism for observing consumer value systems, as it does not make hierarchical judgments from “worse” to “better,” as does the VALS

typology (Novak and MacEnvoy 1990). The LOV also balances conceptual parsimony and specific relevance to daily life (as compared to the more general and elaborate Rokeach Values conceptualization) with enough abstraction to be relevant across multiple consumption situations.

The values that constitute the LOV can be clustered into higher-order internal and external dimensions (Kahle 1983). Internally-focused values (e.g., self-fulfillment, self-respect, or fun and enjoyment) and externally-focused values (e.g., a sense of belonging, being well-respected, and security) have consequences for how individuals appraise, experience, and respond in consumption situations (Homer and Kahle 1988). An internal- versus external-focus has been identified broadly as an important determinant of consumer well-being (Donahue 1985; Ryan and Deci 2000; Vallerand 1997) and as a relevant facet in transformative service experiences (Mulcahy et al. 2018). Thus, participants' internally- versus externally-focused values may determine how they co-create and benefit from service experiences.

A key advantage to identifying groups of participants according to their higher-order values is its usefulness as a basis for segmentation in understanding differences among consumption patterns. While this approach has traditionally been applied to predict consumption at one point in time (i.e., people with pro-environmental values are more likely to support green consumption behaviors; Bailey, Mishra, and Tiamiyu 2018), we believe that this approach can aid in understanding how transformative service experiences may play a role in changing participants' attitudes and intentions over time.

Transformative service experiences often (implicitly or explicitly) seek to enhance participants' personal well-being. We expect that individuals' values orientations (their motivations for action) will play a role in the change they experience through a transformative service experience. For example, a participant who primarily values thrill-seeking may focus on deriving these gratifications from their participation; s/he may not engage in the critical reflection which often accompanies changes in personal well-being (Mezirow 1997). On the other hand, a participant who values self-fulfillment and personal growth may be more likely to approach the experience as a means to achieve these outcomes. This suggestion is consistent with work showing that people who differ in their underlying motivations (e.g., seeking pleasure, or a hedonic motivation for action, vs. personal growth, or a eudaimonic motivation for action) experience differing wellness consequences (Huta and Ryan 2010). We conceptualize well-being change in terms of participants' pro-social attitudes and behavioral intentions, an outcome that is both desired and commonly cited as a consequence of service learning experiences (Astin and Sax 1998).

This research is guided by scholarship from the charity sporting event domain, which examines individuals' engagement with experiences, such as sponsored marathons, 5K races, and walk challenges. Research in this stream acknowledges that a balance in focus on the athletic component of the event and the charitable cause for which the event is being held is needed (Bennett et al. 2007). People participate in charity sporting events for myriad reasons including increasing physical well-being (Bennett et al. 2007), enhancing one's public image (Gwinner and Swanson 2003), and camaraderie with friends (Funk, Mahony and Ridinger 2002). Bennet et al. (2007) observe two primary motivations for engaging in charity sporting events - (1) involvement with the cause and (2) desire to pursue a healthy life style – both of which lead to a higher willingness to contribute financially to the cause.

Given the range of reasons for participation and ensuing well-being related outcomes for participants, the context of an extended charity sporting event provides an opportune context in which to examine how the effect of a transformative service experience influences participants' pro-social attitudes depending on their values orientations. We conceptualize well-being change in terms of participants' pro-social attitudes and behavioral intentions, an outcome that is broadly desired at an individual and social level (Russell-Bennett et al. 2019). Here, we use personal values as an individual difference and pose the following research question: Does a participant's underlying values orientation affect changes in pro-social attitudes and intentions due to participation in a transformative service experience?

Method

Research Context and Data Collection

Data was collected over a two-year period from 2015-2017 in partnership with Bike the US for MS, a non-profit organization focused on “cross country bicycle trips for multiple sclerosis research and awareness” (visit: www.biketheusforms.org). In total, there are six unique bike tours across the United States (with an additional “Choose your Own Adventure” option) and three across the United Kingdom, during which riders partake in rides ranging from 1,852 (Pacific Coast) – 11,327 (The Big Loop) total miles over thirty-two days to six months, respectively.

In addition to riding, bikers also participate in days of service along the way and monetary fundraising efforts. Throughout the trip, riders take several rest days, during which they participate in service experiences to benefit individuals diagnosed with multiple sclerosis. Examples of service activities include yard or house work for diagnosed individuals. Bikers are also required to meet fundraising minimums before the trip (\$4,500 for cross-country, and \$3,000 for coastal routes), 50% of which goes to support MS research and the remainder to support trip expenses.

As a charity sporting event, Bike the US for MS was chosen as representative of a transformative service context because the ride directly raises money and awareness for a charitable cause, riders must participate in community engagement experiences throughout their travels, and the physicality of participation represents a significant athletic challenge. Moreover, it is a service context that likely attracts individuals who have a variety of values orientations.

A longitudinal, within-subjects design was utilized to measure changes in well-being related attitudes and opinions that may have occurred as a result of participation in the experience. We conceptualize changes in these outcome measures as reflecting changes in participants’ well-being. A representative from the organization was our primary conduit for data collection across two separate rounds. Data was collected at two points in time; Time 1 (henceforth T1): before the riders embarked on their trip, and Time 2 (henceforth T2): after the riders returned home. For T1, email solicitations were sent to all riders participating in the five primary routes two weeks prior to their respective departures, with a follow-up email sent one week later. The same procedures were followed for T2 after the bike trips concluded. Data collection received IRB approval and riders were offered a chance to win one of six \$50 Amazon.com gift cards as an incentive to complete both survey rounds. The final sample consisted of 36 matched surveys (36.7% effective response rate). Participants ranged in age from 21 to 66 ($M = 39.05$, $SD = 17.51$), 29.7% female.

Measures

Civic Attitudes and Skills Questionnaire. The Civic Attitude and Skills Questionnaire (CASQ; Moely et al. 2002) was developed to measure different types of pro-social changes as a result of transformative experiences. The CASQ conceptualizes change on six unique dimensions;

- (1) Commitment to civic action
- (2) Interpersonal and problem-solving skills
- (3) Leadership skills
- (4) Social justice attitudes
- (5) Diversity attitudes
- (6) Political Awareness

Participants completed this scale at T1 and T2 (the dimension on political awareness was omitted, as this was not relevant to the nature of the experience) on scales from 1 (Strongly Disagree) to 7 (Strongly Agree). We computed difference scores between T2 and T1 to reflect the amount of experienced change (i.e., gain score analysis; Fitzmaurice, Laird and Ware 2012), which was used as the key dependent variable reflecting well-being. (See appendix for scale items, internal consistency, and descriptive statistics.)

Values. Kahle’s List of Values scale was used to measure nine consumer values (Kahle 1983): Self-respect, Security, Warm relationships with others, Sense of accomplishment, Self-fulfillment, Sense of belonging, Being well-respected, Fun and enjoyment in life, and Excitement. Participants were asked to rate each item on a scale from 1 (Very Unimportant) to 9 (Very Important), with the following prompt: “Please rate each item on how important it is to your daily life.” Participants completed this measure at T1. (Note: Nine-point scales on this measure were used in keeping with past research; Lynn and Kennedy 1989).

Self-perceived Change, Connection to the Organization, Connection to the Cause. At T2, participants were asked to evaluate the extent to which they believe they were influenced by the experience with two questions; (1) “I feel personally changed as a result of the ride,” and (2) “My outlook on the world has changed as a result of the ride.” Self-perceived change was measured on a scale from 1 (Strongly Disagree) to 7 (Strongly Agree) and combined into a composite measure ($r = .84$). In addition, participants answered questions about their connection to the cause (“How would you rate your connection to: (1) the cause of multiple sclerosis, and (2) Bike the US for MS, the organization”) on a scale from 1 (Not at all Strong) to 7 (Extremely Strong).

Results

Values Structure

Madrigal and Kahle’s (1994) methodology was followed in determining value-system segments, which involved combining each respondent’s most important value selection with their ratings of all the nine values. An individual’s self-reported most important value was standardized by dividing the rating of that value by his or her average across all nine values. The result of this calculation was multiplied by the rating of the participant’s most important value to produce a weighted product. This weighted product represents the importance of the participants’ individual ratings with reference to the rating of all their values. Each standardized item was then subjected to a principal component factor analysis with a varimax rotation. We conducted this analysis based on past research suggesting that it can yield reliable results for small samples sizes under certain conditions (high factor loadings and number of items, and a low number of emerging factors; de Winter, Dodou, and Wieringa 2009; McNeish 2017).

The solution yielded a three-factor solution, accounting for 76% of the variance. These factors represent three unique higher-order values domains; (1) *thrill-seeking orientation* (security had a negative loading on this dimension, and was reverse scored before combining it into a composite), (2) *achievement orientation*, and (3) *external validation orientation*. Table 1 reveals factor loadings, eigenvalues, and explained variance. Notably, these results correspond with past research illustrating internal (Thrill-Seeking, Achievement) and external (External Validation) orientations (Homer and Kahle 1988).

TABLE 1: Factor Loading Results of Kahle’s List of Values

Item	Factor 1: Thrill-Seeking	Factor 2: Achievement	Factor 3: External Validation
Excitement	.866	.219	.242
Fun	.788	.242	.322
Security	-.737	.278	.443
Self-respect	-.223	.790	.272
Self-fulfillment	.211	.865	.203
Accomplishment	.451	.813	-.032
Belonging	.148	.012	.809
Warm Relationships	-.135	.284	.835
Respected	.314	.159	.594
Eigenvalue	3.54	2.06	1.26
% of Variance	26.12%	25.81%	24.21%
% Cumulative Variance	26.12%	51.93%	76.14%

Differences by Values Orientation

To test our research question, we conducted a series of regressions to understand how a change in participants’ civic attitudes and skills may differ depending upon their values orientation. We followed recommendations for regression analyses with limited sample sizes, based on the primary limitations posed by small samples (verifying assumptions of normality and equality of variance and lack of multicollinearity; Speed 1994).¹

¹ Furthermore, we conducted these analyses with bootstrapping, obtaining 5,000 bootstrapped samples and 95% confidence intervals, and obtained similar results.

We used the computed difference score (T2 – T1) as the dependent measure, and the composites of the three values orientations as predictor variables. Initial analyses controlled for bike route taken, age, gender, and income, but as these predictors were not significant, we do not report them in subsequent analyses.

Results illustrate differential effects among two of the three values orientations present within our participant base (see Table 2). First, an *achievement orientation* was associated with a decrease in (a) intentions for civic actions, and (b) social justice attitudes, as well as a perception that they were not personally changed by the trip. Alternatively, participants higher in an *external validation orientation* perceived themselves as having experienced positive personal change during the experience, and also cited stronger connection to Bike the US for MS and the cause of multiple sclerosis. There were no differences on any measures associated with a thrill-seeking orientation; however, results should be interpreted as indicative, given the limited sample size.

TABLE 2: Influence of Values Orientations on Outcome Measures

	Constant		Thrill-Seeking Orientation		Achievement Orientation		External-Validation Orientation		
Dependent Measures; Change from T1 to T2	<i>b</i> (se)	<i>p</i>	<i>b</i> (se)	<i>p</i>	<i>b</i> (se)	<i>p</i>	<i>b</i> (se)	<i>p</i>	
Civic actions	1.30(.85)	.14	-.01(.06)	.87	-.18(.07)	.02	.04(.08)	.60	$R^2 = .17, F(3,36) = 2.28, p = .09$
Interpersonal and problem-solving skills	-.25(.52)	.62	.01(.04)	.70	-.05(.04)	.30	.07(.05)	.17	$R^2 = .07, F(3,36) = .84, p = .48$
Leadership skills	.09(.05)	.13	.04(.04)	.41	.02(.05)	.71	-.09(.05)	.13	$R^2 = .08, F(3,36) = .99, p = .41$
Social justice attitudes	1.46(.32)	.14	-.02(.07)	.74	-.18(.08)	.04	.03(.09)	.76	$R^2 = .14, F(3,33) = 1.82, p = .16$
Diversity attitudes	1.28(.22)	.14	-.11(.07)	.13	.04(.08)	.96	-.02(.09)	.84	$R^2 = .07, F(3,36) = .80, p = .46$
Dependent Measures; T2									
Self-perceived change	6.80(.14)	.00	-.18(.11)	.11	-.29(.12)	.02	.36(.42)	.01	$R^2 = .27, F(3,36) = 4.09, p = .01$
Connection to organization	3.66(1.37)	.12	.03(.10)	.76	-.08(.11)	.50	.33(.13)	.01	$R^2 = .18, F(3,36) = 2.41, p = .09$
Connection to cause	1.09 (1.82)	.55	.10(.13)	.47	-.22 (.15)	.15	.56(.17)	.01	$R^2 = .20, F(3,36) = 4.03, p = .02$

Discussion

This work answers two important calls for increased scholarship: (1) longitudinal research to improve the understanding of consumers in transformative service experiences (Russell-Bennett et al. 2019), and (2) understanding of service experiences that may lead to unintended consequences for consumers (Anderson and Ostrom 2018), and provides four contributions to the literature on transformative service experiences.

First, the results of the current study reveal three distinct values orientations: thrill-seeking, achievement, and external validation, which aligns closely with expectations based on the extant literature (Madrigal and Kahle 1994). Past research has generally focused on participant's experience of transformative services influence them without taking their differences into account. The results of the current work suggest that meaningful differences between participants do exist, and that these differences can be conceptualized in terms of values orientations. Individuals themselves may reflect on their underlying reasons for participating in experiences such as charity sporting events; as Mezirow (1997) notes, a defining characteristic of being human is the ability to understand the meaning of our experience. Knowing that one's reasons for participating guides the nature of an experiences' impact on participants empowers people to

better select experiences that fulfill their underlying needs as well as shape the meaning that they construct as a result. More broadly, transformative service researchers should take participants' values orientations into account as an important individual-difference moderator when seeking to understand how to influence well-being related outcomes. As Previte and Robertson (2019) note, the mechanism(s) through which transformative service experiences improve well-being and lead to "transformative effects" is not well understood. The current work highlights the role of internal, unobservable, psychological characteristics of the individual as a force that shapes how they respond to service experiences.

Second, and relatedly, the current work also shows that a transformative service experience does not necessarily lead to enhancements in well-being. A common implicit assumption in the transformative services literature is that such interventions lead to positive changes in the participant. The current work raises the possibility that participation in service experiences may render consumers worse off than their initial starting point (an example of an unintended negative consequence as discussed by transformative services researchers; Anderson and Ostrom 2018, Blocker and Barrios 2015; and value co-destruction as described by Finsterwalder and Kuppelwieser 2020). The present findings do not undermine past research that demonstrates a positive effect of a transformative service experience on participants, but rather suggest that such effects are complexly determined; by aspects of the experience itself, as well as differences among participants. As noted, participants who had an achievement orientation (which might be considered a eudaimonic motivation tendency; Huta and Ryan 2010) experienced a negative change in their intentions to engage in civic action and endorse social justice beliefs. It is possible that individuals higher in an achievement orientation experienced reduction in well-being given a greater focus on the outcome, rather than the process of the co-created experience. These findings are in line with Price et al. (2017) who note that those with a growth and achievement mindset (e.g., a focus on cognitive learning and internal change of basic intelligence characteristics; Murphy and Dweck 2016) are more internally-focused and are less likely to contribute to a transformative program. Individuals who are achievement oriented are notably self-oriented (e.g., self-respect, self-fulfillment, accomplishment). We also note that those with an achievement orientation perceived personal change as a result of the experience, perhaps due to an increased focus on their personal subjective experience - a self-fulfilling prophesy, such that they perceived outcomes in line with their eudaimonic motivations).

Alternatively, participants exhibiting an external-validation orientation were significantly more likely to believe that they had been changed by the experience (as indicated by their self-report), and to cite a connection with the organization and to the cause of multiple sclerosis. It is to be expected that those individuals who value interpersonal relationships with others are more likely to form connections to the entities involved in the experience (the organization and the cause), given a fundamental tendency to focus outwardly and seek affiliation (Mulder et al. 2015). Further, prior research shows that participants in a co-created experience construe and evaluate their experiences differently (Mathur, Chun and Maheswaran 2016), likely experiencing heightened well-being as a result of meaningfully sharing the positive experience with others around them.

Third, the current work illustrates a difference in some participants' objective change (differences in civic attitudes) and subjective perception (belief that one has changed), illustrating that perception and reality do not always correspond. Transformative services researchers should consider both this distinction in their research efforts (whether participants *feel* as though they have transformed, versus whether they have objectively transformed), and articulate which is their objective. In addition, it is worth considering why those in the external-validation condition were inaccurate in their judgments (a subjective-objective disparity) while those with an achievement orientation accurately perceived the nature of their change. While an explanation is speculative, given that the current work does not possess process measures, this distinction may stem from the fundamental difference of being more inwardly- versus externally-focused.

The observed differences in values orientation also relates to questions about how to conceptualize and measure well-being in TSR research (Blocker and Barrios 2015; Russell-Bennett et al. 2019). As transformative service providers aim to create value, it is important to question both for whom and, according to whom. Should the focus be on the individual participants, the related cause, or simply society at large? Our results find that participants exhibiting an external-validation orientation are significantly more likely to believe that they had been changed by the experience and to cite a connection with the organization and to the cause of multiple sclerosis despite no differences on objective measures of change. Can a service experience truly be considered transformative if participants' objective change and subjective perception do not correspond? A broader consequence of this finding is that transformative services researchers should determine what is more important and why: objective change, or the perception thereof.

Finally, our findings relate to scholarship within the charity sporting event domain. While Filo, Funk, and O'Brian (2008; 2009) emphasize the positive role of motivations related to challenging oneself and obtaining personal achievement, our results indicate that these specific motivations may actually serve as a deterrent towards future charity engagement. Differences in the nature of the sporting event may explain the diverging results: in the presently examined context, involvement in the sporting event was resources intensive (in terms of time commitment and fundraising minimums), particularly when considered in contrast to other charity sporting events. Perhaps, notable demands upon time and/or financial resources may detract from the sporting component of the event, thus leading those individuals to become increasingly disengaged.

Practical Implications

Understanding consumer well-being as it relates to service outcomes is important for both participants themselves, as well as service providers and organizations who seek to promote well-being for consumers. Service providers interested in fostering collective well-being may do so more effectively if they target consumers who are most likely to both experience and recognize the positive benefit. The current work suggests that participants in transformative services experience well-being differently depending upon their underlying values orientation. Knowing that people seek out such experiences for thrill, achievement, or for external validation can aid in the positioning and promotion of such programs in order to achieve the greatest overall benefit.

Given the growth and increased competition within the transformative service experiences space, individual service providers can differentiate their services by targeting one segment exclusively. While there are practical challenges associated with targeting individuals based on underlying values orientations, service providers can identify more directly observable demographic characteristics, such as age, life stage, gender, or education, which correlate with differences in values. For example, past research suggests that higher levels of education correlates positively with achievement values, as educational experiences presumably promote the intellectual openness, flexibility, and breadth of perspective essential for achievement values (Schwartz 2012). Social role theorists attribute gender differences to the culturally distinctive roles of men and women, which find expression as different value priorities: men tend to value achievement and thrill seeking relative to women, who tend to value interpersonal relationships (Lindeman and Verkasalo 2005). Opportunities, demands, and constraints associated with life stages may cause age differences in values, and past work suggests that thrill-seeking and achievement correlate negatively with age (Schwartz 2012). More religious segments tend to value conformity more, and thrill-seeking and achievement less.

Moreover, understanding the values of a particular consumer embarking upon a transformative experience can aid service providers in tailoring the experience to meet the individuals' basic needs and goals, thus enhancing overall well-being. In the current work, individuals who had an achievement orientation evidenced negative changes in terms of their pro-social attitudes and skills, though this does not mean they did not experience positive benefits of other kinds from their participation. Consistent with the concept of impure altruism, people who participate in charitable experiences may derive selfish pleasure from 'doing good' regardless of the actual impact of their efforts (Andreoni 1990; Harbaugh 1998). Providers may seek to expand the explicit benefits of participation beyond other-focused values to include elements related to self-fulfillment and personal accomplishment. Ensuring that a service experience meets the basic needs of a consumer is a fundamental tenet of marketing; the current work considers the potential that unmet needs not only have the potential to create dissatisfaction and thus influence future engagement, but may be less likely to lead to pro-social change as is commonly assumed. Further, transformative service providers may benefit from considering the distinction between objective (actual) change and self-perceived change on a target dimension; it is likely that the objective change is the desired outcome of such service providers. Measuring self-perceived change may not provide accurate insight into whether an organizational mission is actually being fulfilled.

Limitations and Future Directions

One notable limitation of the current work is the small sample size. Given the longitudinal design and optional nature of participation, our sample size suffered from limited opt-in responses at T1 and non-response at T2, despite incentives. Consequently, the findings must be interpreted as indicative only. Moreover, we examined our research question in one specific context. Future research examining the effects of transformative service experiences may build upon our findings through partnership with a larger organization and in alternative contexts in order to explore the generalizability of our findings. More specifically, future research can explore whether the three identified values orientations emerge in other contexts, and whether the effects of engagement in a transformative service experience on prosocial change are similar.

Scholars may also seek to collect a more comprehensive battery of post-experience measures, including expanding upon the current pro-social change measures, as well as introducing individual traits, such as patience, compassion, and empathy. Long-term data collection may look into future service engagements or financial donation behaviors. Future research may also seek to understand why individuals of differing values orientations choose to participate in transformative service experiences and the mechanism underlying any resulting change.

Finally, research may examine how the COVID-19 pandemic has (perhaps permanently) altered the ways in which transformative service providers co-create their services with participants. Researchers have begun to explore the ways COVID-19 has permeated through the marketplace in terms of influence on corporate social responsibility (He and Harris 2020), marketing innovation (Di and Li 2020), and social issues including race (Crockett and Grier 2020) and food access (Bublitz et al. 2020), all of which broadly relate to transformative services research. In particular, future research should examine how individuals may co-create experiences in a world where people are hesitant – or unable – to interact freely amongst each other. How might individuals experience transformative opportunities in remote settings or alongside significant digital mediation? Given this new and increased layer of risk, how do individuals' values orientations shape the frequency and depth of engagement? Understanding how individuals' underlying values orientations shape their experiences of transformative experiences in a post-pandemic world will assist consumers and consumer advocates alike in navigating through these unprecedented times.

Appendix

Measures

	Means(SDs), and alphas Time 1	Means(SDs), and alphas Time 2
<i>Civic action</i> <ol style="list-style-type: none"> 1. I plan to do volunteer work. 2. I plan to become involved in my community. 3. I plan to participate in a community action program. 4. I plan to become an active member of my community. 5. In the future, I plan to participate in a community service organization. 6. I plan to help others who are in difficulty. 7. I am committed to making a positive difference. 8. I plan to become involved in programs to help clean up the environment. 	5.42(1.21) $\alpha=.93$	5.41(.98) $\alpha=.86$
<i>Interpersonal and problem-solving skills</i> <ol style="list-style-type: none"> 1. I can work cooperatively with a group of people. 2. I can listen to other people's opinions. 3. I can think logically in solving problems. 4. I can communicate well with others. 5. I can successfully resolve conflicts with others. 6. I can easily get along with people. 7. I try to find effective ways of solving problems. 8. When trying to understand the position of others, I try to place myself in their position. 9. I find it easy to make friends. 10. I can think analytically in solving problems. 11. I try to place myself in the pace of others in trying to assess their current situation. 12. I tend to solve problems by talking them out. 	5.98(.59) .85	6.00(.54) .79

Leadership skills 1. I have the ability to lead a group of people. 2. I am a better follower than a leader. 3. I feel that I can make a difference in the world. 4. I would rather have somebody else take the lead in formulating a solution. 5. I am a good leader.	5.24(.96) .81	5.09(1.10) .84
Social justice attitudes 1. People are poor because they choose to be poor. (r) 2. I don't understand why some people are poor when there are boundless opportunities available to them. 3. Individuals are responsible for their own misfortunes. 4. We need to look no further than the individual in assessing his/her problems. 5. In order for problems to be solved, we need to change public policy. 6. We need to institute reforms within the current system to change our communities. 7. We need to change people's attitudes in order to solve social problems. 8. It is important that equal opportunity be available to all people.	2.85(.90) .78	2.76(.78) .82
Diversity attitudes 1. Cultural diversity makes the group more interesting and effective. 2. It is hard for a group to function effectively when people involved come from very diverse backgrounds. 3. I find it difficult to relate to people from a different race or culture. 4. I enjoy meeting people who come from backgrounds very different from my own. 5. I prefer the company of people who are very similar in background and expressions.	5.45(1.03) .65	5.58(1.45) .58 The alpha of this factor was low; alternative analytic strategies did not yield systematic differences
Self-perceived change 1. I feel personally changed as a result of the ride. 2. My outlook on the world has changed as a result of the ride.		5.61(1.45) $r = .84$
Connection to Cause 1. How would you rate your connection to the cause of multiple sclerosis Connection to Cause 2. How would you rate your connection to Bike the US for MS, the organization		4.57(1.80) 5.97(1.28)

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