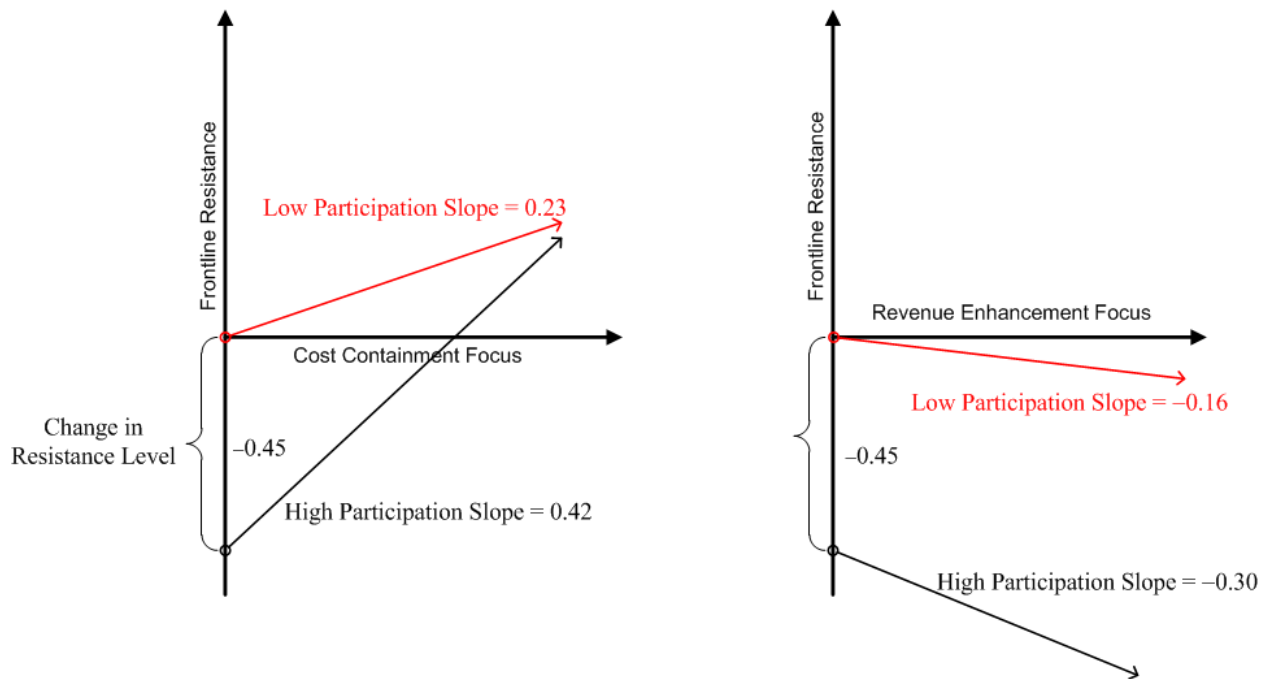


How Frontline Participation Affects Frontline Resistance During Implementation of Service Innovations



Notes: Frontline participation modifies the relationship between cost containment innovations and frontline resistance (left graph), and between revenue enhancement innovations and frontline resistance (right graph). For cost containment innovations (left), frontline participation shifts the level of resistance down by a factor of .45 units, but *increases* the effect of cost containment on frontline resistance by a factor of 1.8. In other words, participation makes frontline employees *more* (not less) susceptible to resistance for service innovations with cost containment focus. For revenue enhancement innovations, participation reduces the effect of revenue enhancement on frontline resistance by a factor of 2, and shifts the level of resistance down by a factor of .45 units. Organizations would have to increase their focus on revenue enhancement innovations by a factor of 140 percent to neutralize the frontline resistance induced by a unit increase in cost containment innovations.