

This comment fits at "1" below.

Talk about *meanings* in forgiveness.

Speculate why East-Asian customers are likely to *construct* different meanings about the concept of forgiveness. For example: Forgiveness, carries profound overtones from within Christian theology. Within the Bible, forgiveness is a central part of Christian teachings as is typified in Matthew (cite) who directly entreats believers, to, "If you forgive other people when they sin against you, your heavenly father will also forgive you." Such teaching give meanings to people in service interactions acting as the "well springs of action" (Mead 19xx)propelling them towards enacting forgiveness as a path to redemption.

However, for East-Asians Christian theology is of less significance as meanings are constructed by drawing on Confucian and Taoists beliefs. Such thinking characterizes as . . .

Note here this perspective draws on a "meaning making perspective" and could draw on, for example, the idea of culture a resource from which people draw meanings and build strategies of action (See Swidler "Culture in action")

This is one path to lay out a gap (i.e., building a theoretical argument that the concept of forgiveness is different in different cultures because the resources people are drawing on are diverse)

National Cheng Kung University

Institute of International Management

Qualitative Research Methods

**From Recovery to Reconciliation:
Understanding Customer Forgiveness in
Service Failures**

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Khanh - This study represents a huge amount of work. This is self-evident. I feel broadly confident you have grasped the mechanics of doing qualitative. This part of your work comes through well. It is also neatly backed up by what you say in your individual report.

Where you are struggling is:

- to motivate a *gap*. This generally requires focus (e.g., one construct, like forgiveness) and then to explain what we likely *do not* understand (I've attempted a rough-and-ready example above of this). See too the example from the "Martial arts dojo" paper.

Instructor: Professor James Stanworth, Ph.D.

-to keep moving your mindset away from key constructs and how they (potentially) influence each other to think about meanings, meanings in context, how these meanings have significance for "people" in a way that shapes, thinking, and behavior.

- allow things to emerge and magic will happen -- it takes time, though, to let meanings and their significance come into view.

Do not give up on your qualitative journey!

1. Introduction

1.1 Research Background and Motivation

Even the most reputable service providers occasionally experience service failures in real-world circumstances, especially at times when business pressure is extremely intense (Harrison-Walker, 2019; Hess et al., 2003; Mattila, 2001). The inherent variety and heterogeneity of services exacerbate this difficulty (Lovelock & Gummesson, 2004; Mikolon et al., 2015; Lin & Chou, 2022). As a result, during the previous thirty years, service failure and recovery (SFR) have drawn an abundance of academic scrutiny. When businesses fall short of customer expectations and needs, it's referred to as service failure (Tax & Brown, 1998; Liu et al., 2023; Van Vaerenbergh et al., 2018). When these events occur, the reaction of the company is known to as service recovery. Service recovery methods, including apologies, compensation, and opportunities for customer feedback, are common responses to service breakdowns (Gronroos, 2000; Johnston & Mehra, 2002; Hui & Au, 2001). While ineffective recovery initiatives can result in substantial revenue losses (Harrison-Walker, 2019), productive recuperation procedures are essential in resolving customer dissatisfaction and negative attitudes, ultimately fostering boosted customer retention (Tan et al., 2016; Babin et al., 2020; Crisafulli & Singh, 2017; Jafarzadeh et al., 2021). Proper implementation of these tactics is crucial for mitigating negative feelings and encouraging customer forgiveness, which ultimately helps rebuild resilient customer relationships (Bunker & Ball, 2008; Bitner, Booms, & Tetreault, 1990; Tsarenko & Tojib, 2011).

The need for further research on customer forgiveness is emphasized by Liu et al. (2023), who highlight the importance of understanding the various factors that influence forgiveness following poor service. Insights into these factors can help businesses mend customer relationships and reduce the negative emotions associated with inadequate service (Tsarenko, Strizhakova & Otnes, 2019). Including forgiveness in service recovery models can provide a more intricate understanding of how customers react to service breakdowns (Harrison-Walker, 2019; Liu et al., 2023).

Customer engagement has surged in prominence in today's service-oriented economy, as consumers actively collaborate with service providers or participate in self-service activities (Vargo & Lusch, 2004). However, customer participation also introduces unpredictability into the service process, increasing the likelihood of service malfunctions (Heidenreich et al., 2014). According to Dong et al. (2016), collaborative recovery initiatives involving both the customer

and service provider can result in higher satisfaction levels compared to client-initiated recovery alone, and they can also positively influence the customer's intention to engage in future co-production. However, customer participation cues alone are rarely reliable indicators of the degree of forgiveness and recovery preferences among customers.

In a globalized market, businesses must adapt their recovery strategies to foster forgiveness when resolving disputes with dissatisfied customers, considering the unique characteristics of their markets (Tsarenko, Strizhakova & Otnes, 2019). By gaining a deeper understanding of conflict resolution processes across cultural boundaries, businesses can implement more effective strategies to promote forgiveness, enhance customer relationships, and improve business outcomes. These frames a piece of research that is way too extensive for a term project. This is a doctoral study all by itself

This study aims to bridge the research gap by exploring the interplay between customer participation, service recovery, and customer forgiveness, particularly in the context of East Asian markets. By examining these factors, we seek to provide a comprehensive understanding of how cultural nuances influence customer behavior and forgiveness, offering valuable insights for service providers to refine their recovery strategies and foster stronger, more resilient customer relationships.

1.2 Research questions and objectives

- How did participants' emotion during the service failure and service recovery process influence participant's decision to forgive the service provider? How did they react to service operator?
- How could the service recovery process address customer emotion and promote forgiveness?
- Which specific aspects of the service failure and service recovery were most frustrating or disappointing? Most important?
- Was customer involving in the service recovery process? How did they feel?

This has a very quantitative vibe to it.

The primary objective of this research is to identify and analyze the factors that contribute to customer forgiveness after experiencing a service failure. This study aims to examine the impact of various types of service failures, including operational, human, and core product failures, on customer reactions and forgiveness. Additionally, it investigates the role of customer participation in the perception and resolution of service failures, seeking to understand the emotional and behavioral changes in customers following service recovery efforts. Ultimately, the research aims

Translate the factors here into sampling criteria e.g.,
(1) an East-Asian customer
(2) with an experience of a service failure
(3) one or more attempts by the provider at recovery

to develop and recommend effective strategies for service providers to enhance their service recovery processes and encourage customer forgiveness. make contributions specific

1.3 Research Contributions

This study offers several significant contributions to the literature on customer forgiveness the field of service management and customer behavior. By focusing on East Asian customers, the study provides a nuanced understanding of how cultural factors influence customer forgiveness and service recovery processes, contributing to the broader body of knowledge by highlighting regional differences in customer behavior. It identifies specific factors that affect customer forgiveness, such as the type of service failure and the quality of recovery efforts, helping service providers tailor their strategies to address different failure scenarios effectively. Additionally, the research explores the critical role of customer participation in the service recovery process, revealing how active engagement can lead to softer and milder responses to failures, and emphasizing the importance of involving customers in the recovery process.

The practical implications for service providers are substantial, offering actionable recommendations on how to improve recovery strategies. By demonstrating the importance of prompt, empathetic, and responsible responses, the study provides a roadmap for businesses to enhance customer satisfaction and loyalty. Moreover, it differentiates between customer forgiveness and tolerance, offering a deeper understanding of these concepts within the context of service failures, which is crucial for developing targeted recovery strategies that address both immediate and potential service issues. This research also adds to the existing literature on service recovery by providing empirical evidence on the emotional and behavioral outcomes of service failures and recoveries, bridging gaps in knowledge, particularly regarding the post-recovery actions and emotions of customers. Overall, this study contributes valuable insights and practical guidelines for both academics and practitioners in the field of service management, aiming to foster better customer relationships and improve service recovery outcomes.

2. Literature Review

2.1 Service Failure and Service Recovery

Khamitov, Grégoire, and Suri's (2020) literature review summarizes service failure as, a scenario wherein the performance of a private service fails to meet the expectations of one or a select few customers. Conversely, service recovery encompasses the entirety of actions undertaken by a firm to address and rectify the grievances or losses stemming from a service failure.

Service failures portray complex interactions between a company and its clients while resulting in the depletion of various resources in economic, psychological, and social facets for customers (Smith et al., 1999). Specifically, these failures can occur during the customer's shopping experience or interactions with the company via touchpoints, encompassing issues like technical glitches in the service provider's application, late delivery or incorrect product, prolonged waiting times, insufficient service repairs, discourteous staff, billing inaccuracies... (Kaur et al., 2022; Jung & Seock, 2017; Maxham, 2001; Bougie, Pieters, & Zeelenberg, 2003). As breakdowns in service provision, these failures have far-reaching repercussions such as diminished satisfaction (Wen & Chi, 2013), unfavorable behavioral intentions, negative affective responses (Koc, 2019), detrimental feedbacks (Mattila, 2001), customer defection (Keaveney, 1995; Nikbin et al., 2013), reduced employee morale leading to decreased performance (Bitner et al., 1994), and even cascading effects in business-to-business (B2B) supply chains, affecting efficiency and brand reputation (Baliga et al., 2021).

Service recovery strategy encompasses the actions undertaken by service providers in response to a service failure, aiming to rectify, amend, or restore the loss suffered by a customer (Gronroos, 2000; Johnston & Mehra, 2002). This involves any effort made by the service provider to facilitate gain in response to a complaint or even without a formal complaint (Hazée et al., 2017; Hess et al., 2003; Smith et al., 1999; Holloway & Beatty, 2003; Chebat & Slusarczyk, 2005). The concept of service recovery encompasses the tasks performed by a company and its employees to address the shortcomings in service delivery (Hess et al., 2003).

Companies typically follow established procedures to achieve service recovery (Yeh et al., 2020). The literature discusses various service recovery strategies, including apology, compensation, response speed, voice, and explanation (Harrison-Walker, 2019; Harun et al., 2018), as well as co-created strategies that involve customers in the planning process (Hazée et al., 2017). A comprehensive literature review by Jafarzadeh et al. (2021) and Goode et al. (2017) identifies two main categories of compensation typically offered by companies in response to service failures: psychological compensation, such as apologies, and financial compensation, which may include discounts, refunds, or vouchers for future purchases. Examples of recovery efforts include providing compensations like discounts, refunds, gifts, coupons, or free services for a specific duration, along with explanations of the failure, expressions of empathy, and apologies (Jung & Seock, 2017).

The prior literature on service recovery in hospitality has explored a variety of strategies and focused on different sub-sectors, such as hotels (Albrecht et al., 2019), restaurants (Harrison-Walker, 2019), and airlines (Migacz et al., 2018). The importance of service recovery strategies lies in their ability to lead to success for the service provider and satisfaction for customers (Ozuem et al., 2017). Reflecting this, the concept of the 'recovery paradox' in service recovery literature suggests that service failures can be seen as opportunities to transform dissatisfied customers into loyal ones (Gohary et al., 2016). Conversely, a poor service recovery strategy can be disastrous for service providers, even in cases of minor service failures (Azemi et al., 2019). Additionally, different service domains may require distinct recovery strategies. For instance, Harrison-Walker (2019) indicates that the strategies that influence customers' forgiveness of service failures differ between healthcare and restaurant service providers. Therefore, it is crucial to examine the phenomenon of service recovery across various domains, sectors, and demographic profiles.

2.2 Customer Forgiveness

Good - here were are into a focus

Harrison-Walker (2019) characterized forgiveness as a conscious process aimed at transforming negative, resentful reactions into constructive ones, involving a decrease in adverse emotions and thoughts and an increase in positive ideas, feelings, and behaviors (de Waal, 2000; Fincham, 2000; McCullough et al., 1998; Wade & Worthington, 2003; Worthington, 2005). Forgiveness is a deliberate and manageable activity, reflecting the human capacity to choose to forgive.

Customer forgiveness acts as a coping mechanism for stressful encounters, indicating both personal and prosocial adjustments towards a transgressor (McCullough et al., 2000). It fosters improved coping skills and reduces the likelihood of post-recovery complaints by encouraging a forgiveness-focused cognitive outlook (Tsarenko et al., 2019; Lin & Chou, 2022). Effective service recovery strategies guide the generation of empathy, helping to reduce negative motives such as alienation and revenge while enhancing tolerance and kindness (McCullough et al., 1998).

Effect of one variable (emotional recovery) on another (forgiveness) = quant
vibe.

In service recovery research, Wei et al. (2020) found that emotional recovery more effectively stimulates consumer sympathy and forgiveness than economic recovery. Consumers generally prefer empathetic and apologetic recovery strategies (Azemi et al., 2019). Wei et al. (2020) recommend sincere apologies with polite explanations, while Lu et al. (2020) suggest heartfelt, personal apologies are more effective than economic compensation, which can be complex and

sometimes inappropriate (Harrison-Walker, 2019). However, consumers prioritize compensation-based strategies when they incur financial losses (Azemi et al., 2019).

Allowing consumers to voice concerns and negative feedback is crucial for positive post-failure resolutions (McQuilken & Robertson, 2011). Harrison-Walker (2019) emphasizes the importance of consumers feeling 'heard' to facilitate reconciliation and forgiveness. Forgiveness captures consumers' willingness to forgo retaliation following service failure, focusing on future positive exchanges (Yuan et al., 2020).

Tsarenko and Tojib (2011) advocate for developing a study scale to quantify forgiveness within corporate environments. Factors influencing consumer forgiveness include cognitive, emotional, relationship quality, and situational factors (Ran et al., 2016). Empathy increases the likelihood of forgiveness in cross-situational and cross-cultural contexts (Bast & Barnes, 2015). A sense of fairness affects behavioral forgiveness through emotional forgiveness in older consumers (Babin et al., 2021). Consumer forgiveness involves a psychological change where negative emotions are released, enhancing the willingness to rebuild relationships (Huang & Chang, 2020).

The relationship between recovery mechanisms and consumer forgiveness extends to online and offline peer-to-peer contexts, with increasing interest in responses to service failures in the sharing economy of the hospitality industry (Guo et al., 2022; Kaur et al., 2022). Harrison-Walker (2019) argues that forgiveness should be central to service recovery models.

3. Data Collection

3.1 Study sample and design

The objective of this research is to investigate how participants' emotions during service failures and the subsequent recovery process influence their decision to forgive the service provider, analyze their reactions to service operators, identify the most frustrating and important aspects of the service failure and recovery, and evaluate customer involvement in the recovery process and their emotional responses. Using the interview method for this study on customer forgiveness, service recovery, customer reaction, and outcomes is highly beneficial for several reasons. First, interviews allow for a deep exploration of customer experiences, thoughts, and emotions regarding service failures and recovery efforts, which is essential for understanding the nuanced process of forgiveness. Additionally, through open-ended questions, interviews provide rich, qualitative data that capture the complexity of customer reactions and the factors influencing

their forgiveness. The interview format also offers flexibility, allowing researchers to probe further based on participants' responses, thereby uncovering insights that might be missed with more rigid methods. Moreover, interviews can reveal personal stories and contextual factors that influence customer reactions and outcomes, providing a holistic view of the service recovery process. Conducting interviews ensures that the data collected is directly from customers, ensuring authenticity and accuracy in understanding their perceptions and experiences. This method is particularly effective for exploring new or less understood phenomena, such as the emotional journey of forgiveness following service recovery. Lastly, the interactive nature of interviews helps in building rapport with participants, making them more comfortable and willing to share honest and detailed responses. By using interviews, this study aims to capture the depth and richness of customer experiences, providing valuable insights into the dynamics of forgiveness and service recovery.

purposive sampling explain
criteria

To achieve the research objectives, we conducted non-probability purposive sampling to ensure nationality diversity, using one-on-one semi-structured interviews. Each interview lasted approximately 30-45 minutes and was recorded for transcription. We interviewed twelve East Asian master's students from National Cheng Kung University in Taiwan, aged 22 to under 35, who had experienced service failures. Additionally, one pilot interview was conducted with a participant from Turkey. East Asian cultures have distinct social and cultural dynamics that significantly influence customer behavior and attitudes towards service failures and recovery efforts. In these cultures, concepts like face, harmony, and collective well-being play crucial roles in shaping customer expectations and reactions. Understanding forgiveness in this context requires an exploration of how these cultural values impact the process of forgiving service failures and accepting recovery efforts. Additionally, East Asian markets are increasingly important in the global economy, and insights from this region can provide valuable perspectives for businesses aiming to improve their service recovery strategies in a culturally sensitive manner. By focusing on East Asian interviewees, the study can uncover unique factors that contribute to customer forgiveness and identify effective recovery practices that resonate with these cultural norms. This targeted approach also helps in filling gaps in existing research, which often focuses on Western perspectives, thereby enriching the global understanding of customer behavior in service recovery scenarios. Lastly, the selection of more senior students was based on the assumption that they

would have more experience handling service failures and would better understand the procedures and collaboration involved.

Good

3.2 Data collection

We informed the participant about the study's purpose and significance in advance and scheduled the interview at their convenience. The interview locations were carefully selected to facilitate uninterrupted communication between the interviewer and interviewee. Interviews were conducted in the interviewer's lab and the IMBA research room, creating a comfortable environment for respondents. The spaces were chosen for their quietness to ensure high-quality recordings. Consent to record the interviews was obtained from all respondents. The interviewer's phone was used as the recording device, which we referred to as a "third member" of the interview,

acknowledging that being recorded might be unusual for some participants. If the participant showed emotional distress during the interview, appropriate psychological support was provided to prevent further psychological harm. Participants were free to withdraw their consent at any time.

Ok - but get specific what support? Be down to earth here

The researchers maintained neutrality while collecting data and fostered positive relationships with the participants. Techniques such as unconditional acceptance, active listening, and clarification were employed to ensure data authenticity and avoid bias. Additionally, participants were assured that their identities would remain confidential. Yes but explain how these were used

3.3 Data analysis

Unlikely all are in-vivo

We utilized in vivo coding to extract key expressions from the respondents, identify common characteristics in each code, and group them into categories. Self-memos were created to record ideas about code and how we think they fit with other codes, what overlap can we see. We gathered 43 codes and categorized them into eight themes: (1) service failures, (2) customer emotions, (3) customer reactions, (4) service recovery, (5) customer post-emotions, (6) customer cooperation, (7) customer forgiveness, and (8) outcomes.

Good

(1) Service failure situation: The situation that participants felt/thought that the performance from service provider make them feel uncomfortable, or even dissatisfied.

Operational failure refers to breakdowns or inefficiencies within the processes, systems, or procedures of an organization that hinder its ability to function effectively.

Human failure refers to mistakes, oversights, or inappropriate actions by employees that lead to substandard service delivery or disrupt the customer experience.

Core product failure refers to significant defects or issues in the primary product or service offered by a company that render it unable to meet its intended purpose or performance standards.

- (2) Customer emotion: The current emotional state when encountering service failure situation.
- (3) Customer reaction is how customer response to service operators after service failure.
- (4) Service recovery is the offer from service provider gave to participants after service failure.
- (5) Customer post-emotion is customer emotion state after service recovery.
- (6) Customer cooperation refers to the willingness of customers to collaborate with the service operator.
- (7) Customer forgiveness
- (8) The outcome refers to the customer's actions following service failure and the subsequent recovery efforts.

4. Research Findings

Key - move up to sampling- align criteria to report of who you interviewed

The data from Table 1 indicate that all interviewees meet our criteria for purposive sampling, being from East Asian countries and aged between 24 and 30 years, and having experienced a service failure, which they were required to recall during the interview. N is irrelevant here

CHARACTERISTICS		N (%)
GENDER	Male	4 (33.33%)
	Female	8 (66.67%)
NATIONALITY	Thailand	3 (25%)
	Korea	3 (25%)
	Vietnam	3 (25%)
	Taiwan	2 (16.67%)
	Cambodia	1 (8.33%)
AGE	30	6 (50%)
	29	1 (8.33%)
	28	3 (25%)
	26	1 (8.33%)
	24	1 (8.33%)
NUMBER OF INTERVIEWS		12

This is where you want to report the codes, definitions and support this with one, maybe, two quotes.

Table 1: Demographic data of study participants (N=12)

4.1 Service Failure

Think here if you had just one RQ. The results here would be tight, focused and deep. This then helps drive contribution. Half of the participants (N=6) encountered operational failures such as not receiving a complete product (n=2, with one interviewee experiencing multiple issues while using the Uber app) and being annoyed by receiving the wrong product (n=4). Specifically, two cases involved a breach of promised delivery times; these participants had initially accepted the company's delivery promise but, upon receiving the wrong product, had to endure an extended waiting period, effectively doubling their wait time. Additionally, there was one unique case where a participant experienced a hacker fraudulently accessing her bank account.

“When I ordered food on Uber, sometimes the food is slopped. It's only a few left for me. The reason why I order via Uber is that I want to reduce my time to get the food. When I have that kind of wrong food situation, I have to re-order or I have to wait them for shipping the right food.” Interview#K01

“Normally, when you buy something, you want to use it immediately, but I cannot use it and waiting for return and shipping back to me, maybe in 1 or 2 weeks.” Interview#T01

“Two months ago, I got a message from my bank that I paid something with my credit card, but I didn't. It's like someone hacked into my credit card and bought something from Facebook. I don't know, out of nowhere, it just popped. In Taiwan, most Taiwanese know that we don't buy things from Facebook. That's fraud. I got 4 frauds from Facebook and the total was 4,000NTD.” Interview#T04

A quarter of the participants (N=3) encountered human failures means that unfriendly or unhelpful staff attitude. The way staff respond to customer will affect to their impression. If the staff is unfriendly or unhelpful, customer will dissatisfy.

“The staff didn't answer me when I asked about the size. Then when I came to the counter and asked cashier about the size, but she only told me the amount and didn't answer me about my question. There were 3 staff in the store but no one responded to me, they ignored my question. I had to bring the shirt to the store to change because the size didn't fit me. Maybe the staff is new and not sure about the return policy. They told the shirt doesn't have any problem so they cannot exchange for me. It becomes my bad impression to the brand even though that brand is popular.” Interview#V01

No need for bold

“I had bad experience about the staff attitude when buying cosmetics at Watson last year when I just came to Taiwan. When I asked the cashier 2 times about the wrong promotion tag, she yelled at me in high volume.” Interview#V03

“Several weeks ago, I got a haircut in a hair salon and the quality is not that bad. I came to this hair salon more than 10 times. I can speak in Chinese in the hair salon with the hair designer. At that time, he asked me about my hair state and I was not wearing my glasses. So I needed time to see and check my hair. And he thought I couldn't understand the Chinese so he shouted at me by Chinese word.” Interview#K02

The remainder participants (N=3) dealt with core product failure. Two of them had the products had problem after using in a short time. One special case had a not hygienic meal that below her standard.

“Last week, I bought the laptop charger on a 3C store. One day later, the charger suddenly didn't work well. And after one more day, after two days, I saw the spark on the charger and then smoke.” Interview#K03

“I bought my new laptop. After one or two months, my laptop had defect about in the main board. I'm not sure in detail about the hardware of the laptop but yeah it did have like some sound so weird.” Interview#T05

“I ordered a set of food. And then in my food, I discovered that I had a piece of metal dish scrubber. The way they make it is not really hygienic. It's not a product that broken. It's actually about the food that we eat. So it's really important to consider this kind of factor. I really care about my health.” Interview#C01

4.2 Customer Emotion

There are three levels of customer emotions when encountering service failure situations. One participant experienced a situation where emotions were not intense. Five participants reported negative emotions, feeling uncomfortable, inconvenienced, annoyed, shocked, or angry.

“I don't have many intense feelings at that time, the feeling is not good, but I already know the reason.” Interview#V02

“I'm feeling bad and annoyed because wrong product means wasting time in returning and delivery.” Interview#T01

“I was very shocking when I received that message. It's the common sense, today who else buy stuff from Facebook. Then I felt assured because it's a big international bank. I thought they

will solve the issue very quickly since the fraud happens every day and they're professional."

Interview#T04

Six cases expressed dissatisfaction and disappointment. These customers had previously held a positive image or trust towards the service provider until the service failure occurred, leading to significant dissatisfaction and disappointment. These emotions were primarily triggered by failures related to human interactions and core product/service issues, underscoring the critical importance of frontline staff and the core offerings of service providers.

"I understood what he said at the time. So when he shouted at me, I felt bad and a bit mad at the hair designer, because I pay money for the service. It means that he should have service mind. Taiwanese have their own criteria, their own standard of service mind. But the situation was much lower than my expectation. I came to this hair salon more than 10 times."

Interview#K02

"So I just feel really disappointed because my friend and I frequently visit that place, the food is really good, but turn out, I feel like it's not very clean. When I saw it, I lost my appetite. So I stopped eating. I still had half of the food left. So I just stopped eating because I feel like it's so not hygienic. I don't want to eat it anymore."

Interview#C01

"I'm angry since the staff disrespect to me. It's quite weird. I feel like very strange. I think normally in the store, when I approach them and ask them, if they don't know, they will try to find a way to help me, they need to satisfy me. I was not satisfied with the staff and their attitude.

That brand is very popular." **Interview#V01**

"My friend and me were shocking when she yelled at me. We opened our eyes wide and looked at our faces to wonder why she did that. I felt very shocking, angry and disappointed because from the time when I came to Taiwan to that moment, I met a lot of people and they all have very good service and very good attitude."

Interview#V03

"My laptop was from a well-known brand and the price was very high so I was very shocking, it just one or two months. With that price I can buy 2 ordinary laptops from other brand." **Interview#T05**

4.3 Customer Reaction

The majority of participants (N=8) attempted to contact the service provider through frontline staff via hotline, email, or messaging when encountering a service failure. One notable case involved a participant who, despite dealing with three unfriendly staff members, only emailed the headquarters about the return policy to change his shirt size. Due to the poor attitude of the staff, he needed to address the issue of incorrect sizing himself.

“When sending an email to headquarter, I only mention about the return policy, how to change the shirt. I said nothing about the staff attitude to me. It's quite weird with unhelpful staff. I'm a very easy person, I don't let the emotion affect to me.” Interview#V01

In two cases, participants chose to remain silent about the service failure; one involved human failure, and the other involved core product failure. However, for the core product failure case, the respondent stayed silent because of the unfriendly attitude of the restaurant owner.

“With my personality, I don't want to express my feelings directly to the hair designer. And this is a service. I'm using the service, there's no need to carry that bad feeling along. I don't want to involve in this kind of complicated situation.” Interview#K02

“I didn't say anything to the owner. Because actually the restaurant owner attitude is not that good. So I believe even if I told him, the response I received back will be only sorry, we apologize or something like that without sincerity. Maybe he doesn't even care that much. The restaurant owner doesn't have a sense of customer service. Because in my country, when the owner serves the food to customer, they will do it really slowly and very not loud. But when he serves food to us, he just like put it on the table really loud. So we feel like it's kind very rude.” Interview#C01

Another unique case involved a participant who remained silent at the time of the incident because she was not fluent in Chinese and couldn't respond directly to the staff. She later regretted this and shared her experience with friends to relieve her emotions.

“Because I was surprised and my Chinese is not fluent, I can't find a word to response to her. I was regret my reaction was too slow so I didn't reply to her. If I have a chance, I will tell the staff why you can have such bad attitude to the customer. I told my case in Watsons to my friends. At least I can say something to express and relieve my feeling.” Interview#V03

4.4 Service Recovery

There are lots of tales to share in this section. Apology, compensation, and combination were the three types of recovery techniques that half of the service operators (N=6) adopted (Kaur et al.,

2022; Gannon et al., 2022; Harrison-Walker, 2019; Jung & Seock, 2017). The business provided compensation in two situations: one involved changing to a different product and the other involved a refund.

“At the end after 2 months pursuing, they exchanged a new laptop to me, even the day they replied out of guarantee period, but it was not my fault.” Interview#T05

“They suggested that changing the line because this is the problem from the line. It’s unacceptable to me since I felt insecure with this issue. Then they offered to refund, not full amount due to credit card transaction fee. I don’t understand because this is not my fault. I just bought it two days ago and I saw spark. It’s so obvious that they have to refund me full amount money.” Interview#K03

When asked what recovery tactics they would like to employ after being treated poorly by uncourteous workers, there is one unique situation: vouchers or coupons.

“For me, the most satisfied thing is give me another promotion or voucher, something is realistic”. Interview#V03

Out of the six situations, four were corporations that provided a combination of monetary compensation and an apology.

“The staff and owner responded to us very polite. They try to apologize and explained to me in simple Chinese. They made the correct fried chicken flavor and gave the wrong one free to me.” Interview#T02

“The customer service staff reached to me to apologize for causing the inconvenience. They will exchange the upgraded model to me as apology.” Interview#V02

“They offered if I want to refund, but it’s just like one or two protein shakes. I replied that it’s okay, I can keep it, but next time if I’m ordering again, please make sure you check because this is a responsibility they have to take.” Interview#T03

“The shop owner had a fast and kind response to me, she apologized and asked me to return the product. Through her communication, I felt that she treated me good. I didn’t pay the fee, she covered all the costs for returning the mouse and shipping back the corrected one to me.”

Interview#T01

There’s another 1 special case that if respondent can choose among recoveries, he wanted the apology and explanation from the brand.

“I think for my case, the headquarter should have apology and explanation to me why the staff had such bad attitude. Then they should have a comprehensive training program to their staff.” **Interview#V01**

Four other examples deal with employee behavior. In two instances, the staff responded slowly, and in a single case, the personnel behaved well but did not take any concrete action. These three instances were unfavorable. Nonetheless, there was one excellent instance where the employees' pleasant conduct put the consumer at ease.

“They were too slow in responding to me and not have any further actions until I called them. This was a new laptop and it was still in Guarantee Period. I expect at least they have to be more professional. At least they sent an email to me to announce that they received my issue. But at that time no one answered my email. It's not like some snacks or something is not that high value. They should be more professional in the way to response and solve customer problem.”

Interview#T05

“If I have something, if I face some problem, and I don't know what to do. And I report them, their reply is good. I have to wait from 2 hours to one day for their reply.” **Interview#K01**
“The staff answered me with good attitude and told me they will handle it, don't worry about it, 2 weeks later you will see we cancel this transaction. They tried to comfort me. But 2 weeks later, when I checked my account on online banking app, the fraud transaction was still there, and I even got 2 new frauds. I called them again and told them that you guys told me that you've had it canceled, but I don't see any action being done to help me recover. And they kept saying sorry to me. They told me “it might be some system errors. And we will for sure help you to do it again. So a month later, please check it again.” I told them I still see someone using my credit card. It's not only one or two times, but four times and I reported it at a first time and it was happening. You don't have any action to solve my issue. They are not actionable.”

Interview#T04

“I think the kind attitude really helps a customer ease that uncomfortable when there's something dissatisfied happen. Because customer can find the empathy from them. They're very polite.”

Interview#T03

4.5 Customer post-emotion

Three of the situations result in favorable emotions, and three lead to negative ones. The essential idea is that "sincere attitude can reduce strong emotion." The other three unfavorable situations embarked dissatisfied because they were handled slowly.

"I will see the staff reaction. If they apologize to us, I will feel relieved." **Interview#T02**

"Since the company recognized their fault and they apologized me sincerely when I reached them, I had not much intense emotion." **Interview#V02**

"I don't really feel sad or mad because their makeup service they did and their sincere attitude. On the service side, when they show their sincerity and good attitude, that will enhance my impression and mood. I'm going to be very pissed if they don't take their responsibility for the mistake." **Interview#T03**

"I'm very disappointed, upset and mad about slow actions from the banking entire procedure." **Interview#T04**

"I had both disappointment and anger since why they take a lot of time to reply me about investigating and solving this problem. Because they were too slow in responding to me and not have any further actions until I called them, I was even more angry. This was a new laptop and it was still in Guarantee Period. I expect at least they have to be more professional. At least they sent an email to me to announce that they received my issue. But at that time no one answered my email. It's not like some snacks or something is not that high value. They should be more professional in the way to response and solve customer problem." **Interview#T05**

"If I have something, if I face some problem, and I don't know what to do. And I report them, their reply is good. I have to wait from 2 hours to one day for their reply.

I had some negative feeling and bad impression to Uber, I dissatisfied Uber customer service, I still remember the fault, the failure and I don't want to use Uber." **Interview#K01**

4.6 Customer Cooperation

The customer collaboration segment has three types, namely rejected, neutral, and willing, out of five levels. Due to not wanting to become occupied, two cases were turned declined. One example explaining why cooperation and basic guidance are necessary.

"It's just like one or two protein shakes, I'm okay to use it, it's not a big deal to me. I don't want to keep me busy with returning and waiting." **Interview#T03**

“If they tell me to come to the office or something waste time I will not do. It’s okay if it’s very simple easy to access like conducting online. I don’t want to waste time.”

Interview#V03

“The company needs to provide the reason why they need to cooperate with me in detail. If I understand and I think it’s reasonable, I will cooperate with them. The instruct needs to be understandable and simple.” **Interview#T02**

Positive levels of customer participation are present in 7 examples. Three of them demonstrated a desire to work collaboratively to find a solution. Three of them required a follow-up conversation with the service provider. And one special instance highlights how providing step-by-step instructions may foster confidence.

“I tried to show my willingness to solve the problem in 2 times. The 1st time is when I came back the store and asked to change the size. The 2nd time is when I sent email to headquarter.”

Interview#V01

“In my case, they recognized the issue so I did nothing. But if they need a picture of the aircon, I’ll help them.” **Interview#V02**

“Actually for me I’m willing to work with company if they ask me to do something. This restaurant we need to self-serve so it’s not a big deal to me. But even I accept to deal with their favor, I still don’t come back to this restaurant.” **Interview#C01**

“Due to money issues, I showed my willingness to cooperate by calling them many time and even visiting the bank to ask the progress.” **Interview#T04**

“I sent them 2 or 3 emails to ask them my laptop situation. They can ask me to do everything, I’m willing to solve the issue. The company need to show me their effort, at least they try to reach to me. I just want my laptop fixed.” **Interview#T05**

“The customer service procedure took many step for customer to follow all their regulation and all the instruction. I tried to show my empathy by following them all.”

Interview#K01

“I was afraid at first since there were a lot of things to do and I’m not get along with it. But the shop owner taught me step by step. I think I feel better because they instruct me carefully. I had to packed the mouse into a box and brought this box to 7-11 to send back to the shop owner. I had to take a picture of this box in 7-11 and send to the owner.” **Interview#T01**

4.7 Customer Forgiveness

In five cases, customer forgiveness was defined as letting go of the fault and trusting the service provider again, demonstrated by revisiting or having the intention to repurchase. More than half of the participants (N=3) were willing to let the fault go, but this did not mean they forgot the fault.

“If the company treat me well, I will have the forgiveness product and repurchase. It means I can accept the way the solved and come back again.” Interview#T01

“It means I can ignore the issue or the problem and accept the failure. The bad experience is already gone. If the problem is not serious, I may forgive them and still go back to that store.” Interview#V01

“For me, customer forgiveness means it's okay to buy that shop again. I still remembered the fault but I can accept.” Interview#T02

“It's quite easy to forgive them because everyone knows that no one wants the problem to happen, especially relating to logistics and the company can recognize and willing to compensate. It means believing them again and still buying their products.” Interview#V02

“I separated 2 parties: staff who did wrong to me and Watsons – the service provider. I still not forgive to that staff but I will come back to Watsons because Watson didn't do anything wrong to me. I ignored this issue but I haven't forgot. Watson didn't know this story and the second is Watson always provide a good promotion so that is the most that I care when I buy products so I come back to Watson again.” Interview#V03

However, there were eight cases where customers decided not to forgive the service operator. The reasons for this included the service provider not taking responsibility and blaming another party (N=2), failures stemming from products or human actions that were below standard or expectation (N=3), and poor recovery efforts (N=2). One special case involved a personal financial issue.

“When having damage of the product and the shop blames to the logistic issue, not try to solve your problem. If the shop owner has short answer, like “it's not my fault. It's maybe from logistic problem”, I cannot buy another product from them.” Interview#T01

“If the shop owner really takes that as their error and then I will just ignore it and I will even tell them it's okay. I will comfort them. But if they blame to other parties, “it's a system problem; it's not our problem.” Something like that I will be very mad. I will for sure ask them for refund and ask them to make it up.” Interview#T03

“Because it’s a service, I pay for their service, they serve me. If they’re below my expectation, I just stop using their service. No need to put emotion or feeling in this trade. In my opinion, customers usually they don't forgive the service provider. If the service is not good, they just don't go there. It's really rare if someone receives the bad service and then forgive and go there again. Forgiveness is kind of emotional concept. I think I shouldn't feel emotion when I use the service. I think we shouldn't pay attention to emotion when we use service.” **Interview#K02**

“How can I believe the product from the store. Because it belongs to electricity, my safety when using it. So I couldn't accept this fault. I don't want to lower my expectation. I don't want to take a risk.” **Interview#K03**

“Even if he's sorry or offer refund money back or they offer a new set of food, I don't think I will come back. Because it's already in my mind that this restaurant is not make a very good or clean food. It already stuck in my mind So I cannot go there again. It's not a product that broken. It's actually about the food that we eat. So it's really important to consider this kind of factor. I really care about my health.” **Interview#C01**

“I not forgive for Uber. I had some negative feeling and bad impression to Uber, I dissatisfied Uber customer service, I still remember the fault, the failure and I don’t want to use Uber.” **Interview#K01**

“I will not purchase this brand anymore. The first-hand experience was too bad, even they have many good reviews and comments. I still have another choice for the laptop from the other brands.” **Interview#T05**

To conclude this section, it is important to note that customer forgiveness generally means that while customers show empathy and are willing to forgive mistakes, the business must also demonstrate sincere efforts to apologize and address the mistakes with a positive attitude.

“Customer forgiveness is like just to forgive all the errors and mistakes that service provider makes, showing the tolerance to them. If the service provider shows good attitude, it will enhance my forgiveness.” **Interview#T03**

“I think that from the company side, they try to express their feeling that they regret or they feel sorry that they disappointed me or customer. So it's the customer turn to consider whether with these kind of action, they can forgive company’s fault or not.” **Interview#C01**

4.8 Outcome

For the outcome of post-recovery, there are three levels: negative, considering, and positive. In a positive outcome, customers exhibit repurchase intentions or even share favorable word-of-mouth (WOM).

“I think I will come back this shop to buy protein shake again and I will remind them to pick the right flavor.” Interview#T03

“If the taste is good, I will review 5-star for the restaurant in the online review.” Interview#T02

When respondents are in the considering category, it does not reflect an unsuccessful recovery effort; rather, it suggests that they prioritize their convenience and preferences first.

“Even though the way shop owner treated me well, I still consider next time I will go to physical store to buy mouse that I don’t need to wait for shipping.” Interview#T01

“If the shop has action after their apology, I will go back to buy that shop again when they have the new flavor that I like. I don't like the flavor, the meal is not good for me, not from their fault.” Interview#T02

The most critical and dreaded outcome for any service provider is negative WOM, which half of the respondents (N=6) indicated they would engage in.

“I complained Uber cases to my family and friends a lot. Their operation procedure is too slow even Uber is a big brand.” Interview#K01

“I rated two points in Google Map this hair salon.” Interview#K02

“I will just leave comments, tell people not to buy from this shop. I will have the revenge that I can have if the shop has bad attitude to me.” Interview#T03

“Besides stop using this bank, I also shared my case to my family and friends to let them learn how to protect their money from my story.” Interview#T04

“I told my case in Watsons to my friends. I will tell my friend and warn them about that.” Interview#V03

“After finishing the lunch, I revealed my food problem and my bad impression of this restaurant to my friends.” Interview#C01

“I called to my close relationship to shared my bad experiences and asked for their advice. If they don’t solve my problem, I definitely chase them. I will find the high-level management contact to let them know my situation. At least they have record a problem then next customer will not receive this kind of bad situation like me.” Interview#T05

I understand what you are trying to do here. It is too massive, too vast, even for a doctoral study! The paper I briefly showed you, "The good, the bad, and the ambivalent: Managing identification among Amway distributors" (by Pratt) was the result of over a year of *data collection*. By focusing you get a project that can more easily create contribution, reflect your capacity for qualitative research and better aligns with timescales.

Following the synthesis of all available data, we create this flow to record all relevant data and facilitate further investigation.

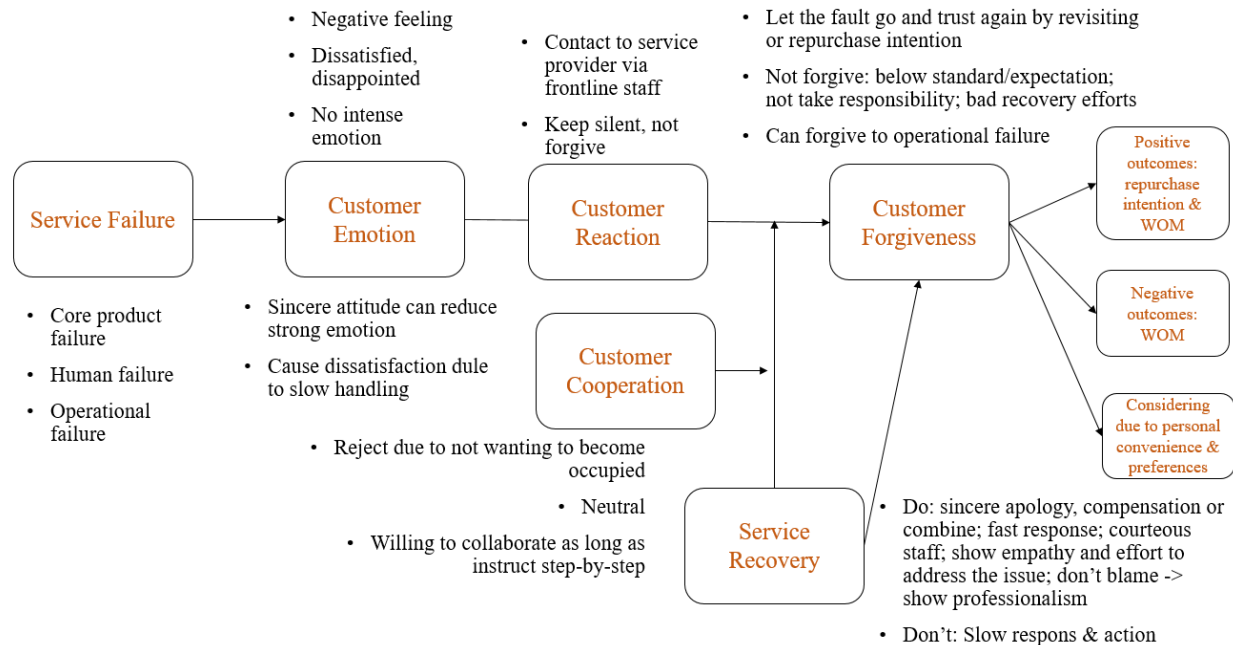


Figure 1: Conceptual flow

No this kind of claim will get you rejected from journals. Be focused. Make specific claims. Align with others work using citation.

5. Conclusion This study advances significantly to the disciplines of customer behavior and service management in an abundance of aspects. It offers a comprehensive and nuanced understanding of how cultural factors profoundly affect customer forgiveness and service recovery procedures by concentrating on East Asian customers in particular. This focus contributes to the broader body of knowledge by highlighting and explicating the regional differences in customer behavior that are often overlooked in global studies. The study identifies specific factors that affect customer forgiveness, such as the nature of the service failure—whether operational, human, or core product—and the quality and manner of recovery efforts. These insights are crucial as they help service providers tailor their strategies more effectively to address different types of failure scenarios, ensuring that the responses are appropriate and meet customer expectations.

Moreover, the research delves into the critical role of customer participation in the service recovery process, revealing how active engagement from customers can lead to softer, milder responses to failures. This finding underscores the importance of involving customers directly in

the recovery process, as their participation can mitigate negative reactions and foster a more cooperative relationship between the customer and the service provider. The study emphasizes that active customer involvement not only helps in addressing the immediate issue more effectively but also builds a foundation for long-term customer loyalty and trust.

The practical implications for service providers are substantial. The research offers actionable recommendations on how to improve recovery strategies, such as demonstrating promptness, empathy, and responsibility in responses to service failures. These recommendations provide a clear roadmap for businesses aiming to enhance customer satisfaction and loyalty through better service recovery practices. Furthermore, the study makes a significant distinction between customer forgiveness and tolerance. It explains that customer forgiveness is a variable within the recovery perspective, related to how customers' express forgiveness after experiencing a service failure, while customer tolerance is a psychological variable from a preventive perspective, dealing with potential service failures that do not meet expectations. This distinction is crucial for developing targeted recovery strategies that not only address immediate service failures but also prepare for potential issues in the future.

Additionally, this research adds to the existing literature on service recovery by providing empirical evidence on the emotional and behavioral outcomes of service failures and recoveries. It bridges gaps in current knowledge, particularly regarding the actions and emotions of customers post-recovery. By understanding these dynamics, service providers can better anticipate customer needs and reactions, ultimately improving their service recovery outcomes. Overall, this study contributes valuable insights and practical guidelines for both academics and practitioners in the field of service management, aiming to foster better customer relationships and significantly enhance service recovery outcomes.

The practical implications for service providers are significant, providing feasible recommendations for enhancing recovery tactics. In the service failure section, it is essential for service operators to understand that customers may forgive operational failures, but they are less likely to forgive human failures from frontline staff and core product failures. To address this, always provide training and a compensation scheme for frontline staff to ensure they maintain a good attitude and strive to satisfy customers. Additionally, consistently maintain and upgrade the quality of the core product, as it is the foundation of your business's success and survival.

Managers should pay close attention to customer reactions. When customers contact the enterprise, it presents an opportunity to transform their emotions and actions into a positive outcome if you demonstrate a strong effort to resolve the issue. If customers choose to remain silent, it is likely that they are not giving you a chance to address the failure.

The difference between customer forgiveness and tolerance is important. Customer forgiveness is a variable in the recovery perspective, referring to customers' expression of forgiveness after experiencing a service failure (Kim, 2012). Customer tolerance, on the other hand, functions as a psychological variable from a preventive perspective, relating to potential service failures that do not meet expectations during the service process (Kim & Hyun, 2022). Recovery from service failure can only occur when customers who have experienced a failure do not remain silent and express their dissatisfaction (Yen et al., 2004). For customers who remain silent, the company loses the opportunity to recover, leading to potential customer churn. A study by Koc et al. (2017) found that customers who participated in service contact exhibited a softer and milder response to failures.

To establish a successful recovery strategy, it is crucial to offer a sincere apology, compensation, or a combination of both, depending on the financial situation. Demonstrate professionalism by responding promptly so customers know the company is aware of their issue. Ensure that staff are courteous, show empathy, make an effort to address the issue, and take responsibility without blaming other parties. Avoid slow responses and actions that can cause customer impatience and leave a negative impression.

If customer participation is needed, make sure the process is easy and straightforward. Even if customers are willing to collaborate to resolve the issue, the company must provide detailed and clear instructions to ensure customers can follow through effectively. The association between customer forgiveness and participation in the event of a service breakdown was regrettably not found in this study due to missing the mutual reaction from both sides.

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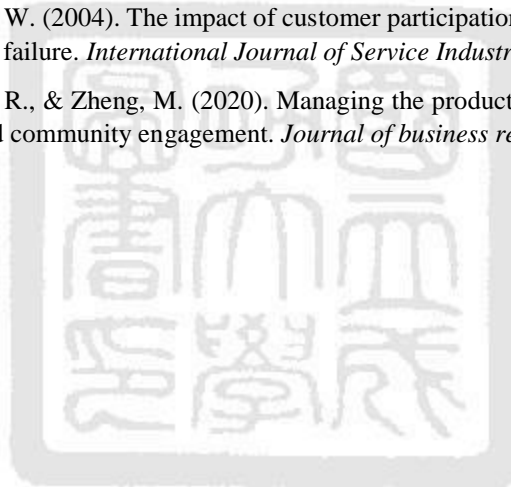
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APPENDIX A: TIME SCALE

Month	March					April				May				June		
	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	3
Literature review	■	■	■													
Research objectives				■	■											
Proposal					■											
Proposal revision						■	■									
Develop of interviews guide									■	■						
Pilot test interview										■						
Interview										■	■	■	■			
Transcript											■	■	■	■		
Data analysis													■	■	■	■
Final report															■	■

Details:

Proposal: 30th March

Data collection 3rd-22th May

Data Analysis: 25th May- 15th June

Final Report 16th-20th of June

APPENDIX B: Interview Guideline

1. Introduction

Hello, my name is Khanh, I'm from Vietnam. I'm studying in Institute of International Management of National Cheng Kung University.

Thanks for coming today! How's your day? (Is it hard for you to find this place? What do you want to drink? Coffee or tea or water?)

Today I want to talk about what can be a very everyday scenario. The time when you buy something or receive service and the performance of the company make you feel uncomfortable, or even dissatisfied. Often these experiences leave us feeling uncomfortable and unsettled. Today I want to talk about some of those experiences you have had. What I really want to focus on is how you coped with these situations – I'm thinking here of not only what you did and said – but also how you managed your thoughts and feelings. So what was happening inside your head or mind as well.

I want to assure all your information keep confidentially. Your data from this interview will be used for research purpose for my class at NCKU and will be reported in an anonymous manner. If you have any concern or questions during the interview, just let me know immediately, don't be shy. To make this interview operate smoothly and simply, would you mind if I record it? If you feel uncomfortable or worried at any time I can turn off the recorder.

2. Center

1. Before you came today I invited you to think about a few situations where you felt the service experience left you feeling uncomfortable or dissatisfied. Do you have a few in mind? [if not let them have a little time to think . . .]
2. Please would you tell me about the first situation you have in mind. Try and describe the situation so that I can feel like I'm there
 - **Probe:** Tell me more about that situation / What did you buy? / What was the problem? What factors lead to this problem? How did you feel? What did the company react to your issue? / What did you say or do?)
3. How did you cope with this situation (perhaps use the words – help yourself calm down or find balance)
 - What did you do
 - What did you say
 - What were you thinking (but not saying?)
4. Sometimes people talk about customer forgiveness when facing a service problem, when you hear it what thought come to mind? Can you describe that idea?
5. Will you repurchase this service provider? Tell me the reason
6. If the company/service provider ask you to cooperate with them to solve the problem, what will you do? Which kind of actions will you accept/ reject?
7. Now the problem is solved with your cooperation, will you repurchase? Tell me the reason
8. Do you have another situation in your mind? [then repeat]
9. Is there anything else you want to share to me?

3. Ending

Before finishing this interview, I want to double check. Are you living in Taiwan? How long have you lived in Taiwan? / Have you experienced the service in Taiwan?

Now please tell me about yourself, your age, work, nationality. (No need to mention that you're a student in NCKU).

Thank you for participating today. Can I contact you again if I have any further questions or need further clarification? Okay. Thanks again!



APPENDIX C: Coding

1. Service failure situation		The situation that participants felt/thought that the performance from service provider make them feel uncomfortable, or even dissatisfied.
Operation failure	Annoyed by wrong product	<p>Delivering wrong customer's order can make them feel irritated & annoyed. Customer order relies on their interest and hobby.</p> <p>T01 I ordered the green mouse color but I received the red color.</p> <p>T02 I bought the fried chicken from the one shop and the staff gave the wrong flavor fried chicken for me</p> <p>K01 When I ordered food on Uber, sometimes they delivered the wrong food to me</p> <p>T03 I ordered protein shake and then they sent me a wrong flavor</p>
	Not delivering a whole complete product	<p>V02 Some parts of air-conditioner were broken on the way delivering the product. When they installed the aircon, it malfunctioned.</p> <p>K01 When I ordered food on Uber, sometimes the food is slopped. It's only a few left for me.</p>
	Broken the promised time	<p>Customers are able to accept the company's time promise. If the service provider exceed that promise, customers will feel annoyed.</p> <p>T01 Normally, when you buy something, you want to use it immediately, but I cannot use it and waiting for return and shipping back to me, maybe in 1 or 2 weeks.</p> <p>K01 The reason why I order via Uber is that I want to reduce my time to get the food. When I have that kind of wrong food situation, I have to re-order or I have to wait them for shipping the right food.</p>
	Hacker Fraud	<p>T04 Two months ago, I got a message from my bank that I paid something with my credit card, but I didn't. It's like someone hacked into my credit card and bought something from Facebook. I don't know, out of nowhere, it just popped. In Taiwan, most Taiwanese know that we don't buy things from Facebook. That's fraud.</p>

		I got 4 fraud from Facebook and the total was 4,000NTD.
Human failure Unfriendly or unhelpful staff attitude		The way staff respond to customer will affect to their impression. If the staff is unfriendly or unhelpful, customer will dissatisfy.
		<p>V01 The staff didn't answer me when I asked about the size. Then when I came to the counter and asked cashier about the size, but she only told me the amount and didn't answer me about my question. There were 3 staff in the store but no one responded to me, they ignored my question. I had to bring the shirt to the store to change because the size didn't fit me. Maybe the staff is new and not sure about the return policy. They told the shirt doesn't have any problem so they cannot exchange for me. It becomes my bad impression to the brand even though that brand is popular.</p> <p>V03 I had bad experience about the staff attitude when buying cosmetics at Watson last year when I just came to Taiwan. When I asked the cashier 2 times about the wrong promotion tag, she yelled at me in high volume.</p> <p>K02 Several weeks ago, I got a haircut in a hair salon and the quality is not that bad. I came to this hair salon more than 10 times. I can speak in Chinese in the hair salon with the hair designer. At that time, he asked me about my hair state and I was not wearing my glasses. So I needed time to see and check my hair. And he thought I couldn't understand the Chinese so he shouted at me by Chinese word.</p>
Core product failure	Product problem	The product has problem after using in a short time
		<p>K03 Last week, I bought the laptop charger on a 3C store. One day later, the charger suddenly didn't work well. And after one more day, after two days, I saw the spark on the charger and then smoke.</p> <p>T05 I bought my new laptop. After one or two months, my laptop had defect about in the main board. I'm not sure in detail about the hardware of the laptop but yeah it did have like some sound so weird.</p>
	Not meet hygienic standard	<p>C01 I ordered a set of food. And then in my food, I discovered that I had a piece of metal dish scrubber. The way they make it is not really hygienic. It's not a product that broken. It's actually about the food that we eat. So</p>

	it's really important to consider this kind of factor. I really care about my health
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2. Customer emotion	The current emotional state when encountering service failure situation
Negative emotion	When coping with service failure situation, customers will feel uncomfortable, inconvenient, annoyed, or angry
Angry	T02 I'm a bit angry when they gave me the wrong fried chicken flavor. I also felt lucky because check it right after they packed.
Annoyed	T01 I'm feeling bad and annoyed because wrong product means wasting time in returning and delivery
Uncomfortable, inconvenience	K01 I felt unhappy, uncomfortable and inconvenience. When I have that kind of situation, I have to order again or I have to wait again T03 I feel inconvenient, but I don't really feel sad or mad
Shocking	T04 I was very shocking when I received that message. It's the common sense, today who else buy stuff from Facebook. Then I felt assured because it's a big international bank. I thought they will solve the issue very quickly since the fraud happens every day and they're professional
Dissatisfied and disappointed	Customers already had good image or trust, to service provider until encountering service failure (human: 3, core product failure: 3) so that they felt very dissatisfied, disappointed to that good image or trust
Bad and mad	K02 I understood what he said at the time. So when he shouted at me, I felt bad and a bit mad at the hair designer, because I pay money for the service. It means that he should have service mind. Taiwanese have their own criteria, their own standard of service mind. But the situation was much lower than my expectation. I came to this hair salon more than 10 times. K03 I felt shocking at first when I saw spark and smoke. Then I was bad and mad because the charger is relating to electricity and my safety
Disappointed	C01 So I just feel really disappointed because my friend and I frequently visit that place, the food is really good, but turn out, I feel like it's not very clean When I saw it, I lost my appetite. So I stopped eating. I still had half of the food left. So I just stopped eating because I feel like it's so not hygienic. I don't want to eat it anymore.

	<p>V01 I'm angry since the staff disrespect to me. It's quite weird. I feel like very strange. I think normally in the store, when I approach them and ask them, if they don't know, they will try to find a way to help me, they need to satisfy me. I was not satisfied with the staff and their attitude. That brand is popular.</p>
Shocking	<p>V03 My friend and me were shocking when she yelled at me. We opened our eyes wide and looked at our faces to wonder why she did that. I felt very shocking, angry and disappointed because from the time when I came to Taiwan to that moment, I met a lot of people and they all have very good service and very good attitude.</p> <p>T05 My laptop was from a well-known brand and the price was very high so I was very shocking, it just one or two months. With that price I can buy 2 ordinary laptops from other brand</p>
No intense emotion	<p>V02 I don't have many intense feelings at that time, the feeling is not good, but I already know the reason</p>

3. Customer reaction	Customer response to service operators after service failure
Contact to service provider via hotline or frontline staff	<p>T01 I contacted to the shop immediately. I tried to find solution the next step to solve since the problem already happened to calm myself</p> <p>K01 It's really hard to find the customer service number. I prefer to call directly to them. I used the application to write down what happened and upload the photo and send to them. I only focused on how to communicate to the customer service to solve my issue. That's why I ignored my emotion at that moment.</p> <p>V02 I tried to contact the online staff to check if the problem can be fixed or not and how long they will solve.</p> <p>T03 I texted to them on Shopee to tell them you sent me a wrong flavor.</p> <p>T04 I immediately called the bank hotline and reported this case.</p>

	<p>K03 I brought the charger to the store and I explained the situation. And of course I want to get refund.</p> <p>T05 I sent an email to the sales or the company to how I can solve this one or what the problem is.</p> <p>T02 I talked to the staff right after recognizing the wrong flavor</p> <p>V03 If I have a chance, I will tell the staff why you can have such bad attitude to the customer.</p> <p>V01 When sending an email to headquarter, I only mention about the return policy, how to change the shirt.</p>
Keep silent	<p>V01 When sending an email to headquarter, I only mention about the return policy, how to change the shirt. I said nothing about the staff attitude to me. It's quite weird with unhelpful staff. I'm a very easy person, I don't let the emotion affect to me.</p> <p>V03 Because I was surprised and my Chinese is not fluent, I can't find a word to response to her. I was regret my reaction was too slow so I didn't reply to her</p> <p>K02 With my personality, I don't want to express my feelings directly to the hair designer. And this is a service. I'm using the service, there's no need to carry that bad feeling along. I don't want to involve in this kind of complicated situation</p> <p>C01 I didn't say anything to the owner. Because actually the restaurant owner attitude is not that good. So I believe even if I told him, the response I received back will be only sorry, we apologize or something like that without sincerity. Maybe he doesn't even care that much The restaurant owner doesn't have a sense of customer service. Because in my country, when the owner serves the food to customer, they will do it really slowly and very not loud. But when he serves food to us, he just like put it on the table really loud. So we feel like it's kind very rude.</p>
Express the feeling	<p>V03 I told my case in Watsons to my friends. At least I can say something to</p>

	express and relieve my feeling
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4. Service recovery	The offer from service provider gave to participants after service failure
Slow response	<p>T05 They were too slow in responding to me and not have any further actions until I called them. This was a new laptop and it was still in Guarantee Period. I expect at least they have to be more professional. At least they sent an email to me to announce that they received my issue. But at that time no one answered my email. It's not like some snacks or something is not that high value. They should be more professional in the way to response and solve customer problem.</p> <p>K01 If I have something, if I face some problem, and I don't know what to do. And I report them, their reply is good. I have to wait from 2 hours to one day for their reply.</p>
Staff kind attitude	<p>T03 I think the kind attitude really helps a customer ease that uncomfortable when there's something dissatisfied happen. Because customer can find the empathy from them. They're very polite.</p>
Showing good attitude but no action	<p>T04 The staff answered me with good attitude and told me they will handle it, don't worry about it, 2 weeks later you will see we cancel this transaction. They tried to comfort me. But 2 weeks later, when I checked my account on online banking app, the fraud transaction was still there, and I even got 2 new frauds. I called them again and told them that you guys told me that you've had it canceled, but I don't see any action being done to help me recover. And they kept saying sorry to me. They told me "it might be some system errors. And we will for sure help you to do it again. So a month later, please check it again." I told them I still see someone using my credit card. It's not only one or two times, but four times and I reported it at a first time and it was happening. You don't have any action to solve my issue. They are not actionable.</p>
Apology	<p>V01 I think for my case, the headquarter should have apology and explanation to me why the staff had such bad attitude. Then they should have a comprehensive training program to their staff</p>
Compensation	<p>V03 For me, the most satisfied thing is give me another promotion or voucher, something is realistic</p> <p>T05</p>

	<p>At the end after 2 months pursuing, they exchanged a new laptop to me, even the day they replied out of guarantee period, but it was not my fault.</p> <p>K03 They suggested that changing the line because this is the problem from the line. It's unacceptable to me since I felt insecure with this issue. Then they offered to refund, not full amount due to credit card transaction fee. I don't understand because this is not my fault. I just bought it two days ago and I saw spark. It's so obvious that they have to refund me full amount money.</p>
Combine apology and compensation	<p>T02 The staff and owner responded to us very polite. They try to apologize and explained to me in simple Chinese. They made the correct fried chicken flavor and gave the wrong one free to me</p> <p>V02 The customer service staff reached to me to apologize for causing the inconvenience. They will exchange the upgraded model to me as apology</p> <p>T03 They offered if I want to refund, but it's just like one or two protein shakes. I replied that it's okay, I can keep it, but next time if I'm ordering again, please make sure you check because this is a responsibility they have to take.</p> <p>T01 The shop owner had a fast and kind response to me, she apologized and asked me to return the product. Through her communication, I felt that she treated me good. I didn't pay the fee, she covered all the costs for returning the mouse and shipping back the corrected one to me.</p>

5. Customer post-emotion	Customer emotion state after Service Recovery
Sincere attitude reduce strong emotion	<p>T02 I will see the staff reaction. If they apologize to us, I will feel relieved.</p> <p>V02 Since the company recognized their fault and they apologized me sincerely when I reached them, I had not much intense emotion.</p> <p>T03 I don't really feel sad or mad because their makeup service they did and their sincere attitude. On the service side, when they show their sincerity and good attitude, that will enhance my impression and mood. I'm going to be very pissed if they don't take their responsibility for the mistake</p>

<p>Disappointed due to slow actions</p>	<p>T04 I'm very disappointed, upset and mad about slow actions from the banking entire procedure</p> <p>T05 I had both disappointment and anger since why they take a lot of time to reply me about investigating and solving this problem. Because they were too slow in responding to me and not have any further actions until I called them, I was even more angry. This was a new laptop and it was still in Guarantee Period. I expect at least they have to be more professional. At least they sent an email to me to announce that they received my issue. But at that time no one answered my email. It's not like some snacks or something is not that high value. They should be more professional in the way to response and solve customer problem.</p> <p>K01 If I have something, if I face some problem, and I don't know what to do. And I report them, their reply is good. I have to wait from 2 hours to one day for their reply. I had some negative feeling and bad impression to Uber, I dissatisfied Uber customer service, I still remember the fault, the failure and I don't want to use Uber.</p>
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<p>6. Customer cooperation The willingness of cooperation with service operator</p>	
<p>Willingness to collaborate to solve the issue</p>	<p>V01 I tried to show my willingness to solve the problem in 2 times. The 1st time is when I came back the store and asked to change the size. The 2nd time is when I sent email to headquarter.</p> <p>V02 In my case, they recognized the issue so I did nothing. But if they need a picture of the aircon, I'll help them.</p> <p>C01 Actually for me I'm willing to work with company if they ask me to do something. This restaurant we need to self-serve so it's not a big deal to me. But even I accept to deal with their favor, I still don't come back to this restaurant</p>
<p>Follow up to the service provider</p>	<p>T04 Due to money issues, I showed my willingness to cooperate by calling them many time and even visiting the bank to ask the progress.</p> <p>T05 I sent them 2 or 3 emails to ask them my laptop situation. They can ask me to do everything, I'm willing to solve the issue. The company need to show</p>

	<p>me their effort, at least they try to reach to me. I just want my laptop fixed.</p> <p>K01 The customer service procedure took many step for customer to follow all their regulation and all the instruction. I tried to show my empathy by following them all.</p>
Instruct step by step can invoke confidence	<p>T01 I was afraid at first since there were a lot of things to do and I'm not get along with it. But the shop owner taught me step by step. I think I feel better because they instruct me carefully. I had to packed the mouse into a box and brought this box to 7-11 to send back to the shop owner. I had to take a picture of this box in 7-11 and send to the owner.</p>
Explain the reason of cooperation and simple instruction	<p>T02 The company needs to provide the reason why they need to cooperate with me in detail. If I understand and I think it's reasonable, I will cooperate with them. The instruct needs to be understandable and simple.</p>
Reject due to avoid becoming occupied	<p>T03 It's just like one or two protein shakes, I'm okay to use it, it's not a big deal to me. I don't want to keep me busy with returning and waiting</p> <p>V03 If they tell me to come to the office or something waste time I will not do. It's okay if it's very simple easy to access like conducting online. I don't want to waste time</p>

7. Customer forgiveness	How do customer define it
Forgiveness	Let the fault go and trust again by revisiting or having repurchase intention
Let it go and repurchase intention	<p>T01 If the company treat me well, I will have the forgiveness product and repurchase. It means I can accept the way the solved and come back again.</p> <p>V01 It means I can ignore the issue or the problem and accept the failure. The bad experience is already gone. If the problem is not serious, I may forgive them and still go back to that store</p>
Repurchase intention	<p>T02 For me, customer forgiveness means it's okay to buy that shop again. I still remembered the fault but I can accept</p>
Believe and repurchase intention	<p>V02 It's quite easy to forgive them because everyone knows that no one wants the problem to happen, especially relating to logistics and the company can recognize and willing to compensate. It means believing them again and still buying their products</p>
Separate and	V03

repurchase intention	<p>I separated 2 parties: staff who did wrong to me and Watsons – the service provider. I still not forgive to that staff but I will come back to Watsons because Watson didn't do anything wrong to me. I ignored this issue but I haven't forgot.</p> <p>Watson didn't know this story and the second is Watson always provide a good promotion so that is the most that I care when I buy products so I come back to Watson again</p>
Tolerance	<p>T03 Customer forgiveness is like just to forgive all the errors and mistakes that service provider makes, showing the tolerance to them. If the service provider shows good attitude, it will enhance my forgiveness.</p>
Not forgive	<p>Customers decide not to forgive</p>
Not take responsibility, blame to another party	<p>T01 When having damage of the product and the shop blames to the logistic issue, not try to solve your problem. If the shop owner has short answer, like “it's not my fault. It's maybe from logistic problem”, I cannot buy another product from them.</p> <p>T03 If the shop owner really takes that as their error and then I will just ignore it and I will even tell them it's okay. I will comfort them. But if they blame to other parties, “it's a system problem; it's not our problem.” Something like that I will be very mad. I will for sure ask them for refund and ask them to make it up.</p>
Below standard/expectation	<p>K02 Because it's a service, I pay for their service, they serve me. If they're below my expectation, I just stop using their service. No need to put emotion or feeling in this trade. In my opinion, customers usually they don't forgive the service provider. If the service is not good, they just don't go there. It's really rare if someone receives the bad service and then forgive and go there again. Forgiveness is kind of emotional concept. I think I shouldn't feel emotion when I use the service. I think we shouldn't pay attention to emotion when we use service.</p> <p>K03 How can I believe the product from the store. Because it belongs to electricity, my safety when using it. So I couldn't accept this fault. I don't want to lower my expectation. I don't want to take a risk</p> <p>C01 Even if he's sorry or offer refund money back or they offer a new set of food, I don't think I will come back. Because it's already in my mind that this restaurant is not make a very good or clean food. It already stuck in my mind So I cannot go there again. It's not a product that broken. It's actually about the food that we eat. So it's</p>

	really important to consider this kind of factor. I really care about my health
Bad recovery efforts	<p>K01 I not forgive for Uber. I had some negative feeling and bad impression to Uber, I dissatisfied Uber customer service, I still remember the fault, the failure and I don't want to use Uber.</p> <p>T05 I will not purchase this brand anymore. The first-hand experience was too bad, even they have many good reviews and comments. I still have another choice for the laptop from the other brands. For my case, I cannot go back to buy it again, no forgiveness</p>
Financial issue	<p>T04 Relating on money issue, I have low tolerance. Because their job is secure my money. I will not use this credit card or any service from this bank.</p>
Company effort and customer consideration	<p>C01 I think that from the company side, they try to express their feeling that they regret or they feel sorry that they disappointed me or customer. So it's the customer turn to consider whether with these kind of action, they can forgive company's fault or not.</p>

8. Outcome	The results after the service recovery
Repurchase intention	<p>T03 I think I will come back this shop to buy protein shake again and I will remind them to pick the right flavor</p>
Positive Word-of-mouth	<p>T02 If the taste is good, I will review 5-star for the restaurant in the online review</p>
Negative Word-of-mouth	<p>K01 I complained Uber cases to my family and friends a lot. Their operation procedure is too slow even Uber is a big brand</p> <p>K02 I rated two points in Google Map this hair salon</p> <p>T03 I will just leave comments, tell people not to buy from this shop. I will have the revenge that I can have if the shop has bad attitude to me</p> <p>T04 Besides stop using this bank, I also shared my case to my family and friends to let them learn how to protect their money from my story</p> <p>V03 I told my case in Watsons to my friends. I will tell my friend and warn them</p>

	<p>about that</p> <p>C01 After finishing the lunch, I revealed my food problem and my bad impression of this restaurant to my friends</p> <p>T05 I called to my close relationship to shared my bad experiences and asked for their advice. If they don't solve my problem, I definitely chase them. I will find the high-level management contact to let them know my situation. At least they have record a problem then next customer will not receive this kind of bad situation like me.</p>
Considering	<p>T01 Even though the way shop owner treated me well, I still consider next time I will go to physical store to buy mouse that I don't need to wait for shipping.</p> <p>T02 If the shop has action after their apology, I will go back to buy that shop again when they have the new flavor that I like. I don't like the flavor, the meal is not good for me, not from their fault</p>

