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SERVICE FAILURE: AN INVESTIGATION AMONG STUDENTS SHOPPING FOR SUPPLEMENTS AND SPORTS NUTRITION PRODUCTS ONLINE IN CEE

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Declaration of Honour

I honestly declare that I have elaborated the thesis of a doctoral dissertation separately and that the information's taken from other recourses are indicated accordingly.

Date:

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Abstract

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Sports nutrition and supplements are growing segments in growing markets and eCommerce is an important retail channel besides a regular brick-and-mortar business. This thesis focuses on ways that to explore service failures and repair recovery methods of scholars shopping for on-line sports nutrition merchandise and supplements, an intensive literature review and also the implementation of sensible analysis square measure want to accomplish the study goals. The aims of this thesis are to investigate the effect of service recovery in an online sports nutrition and supplements environment among students in CEE; to contribute to the development of theoretical models of online service recovery efforts and provide managerial implications that could result in service businesses having a better understanding of how customers evaluate services.

A web-based survey was dispensed with one hundred fifty-five completed answers from students from eight totally different universities in CEE. This analysis created variety of key finding, together with a robust proof of a relationship between a reaction of on-line merchandisers and additional dedicated shoppers; a reaction of the net retailer and a customer's recommendation; no effort of the corporate and spreading negative WOM. The most conclusion drawn from this analysis is that when a productive service recovery, over 41% of the respondents felt additional dedicated to the net merchandiser and virtually 60% were considering getting once more at that merchandiser and suggested that merchandiser. This analysis argues for strengthening client service and specialize in exploitation new technology, have the organisation prepared, implement an enclosed line and documentation.

Keywords: Customer Relationship Management, Service Failure, Service Recovery

Abstrakt

UITZ, Thomas: ZLYHANIE SLUŽIEB: PRIESKUM MEDZI ŠTUDENTAMI NAKUPUJÚCIMI ŠPORTOVÉ A VÝŽIVOVÉ DOPLNKY V STREDNEJ A VYCHODNEJ EURÓPE – Ekonomická Univerzita v Bratislave, Fakulta medzinárodných vzťahov. Katedra Medzinárodných ekonomických vzťahov a hospodárskej diplomacie. – Bratislava, 2022, 151 strán.

Výživa a doplnky pre športovcov rastú na trhoch a online obchod je popri bežnom kamennom obchode dôležitým maloobchodným kanálom. Najmä od prvého lockdownu v marci 2020 je online obchod ešte dôležitejším. Táto dizertačná práca sa zameriava na spôsoby, ako preskúmať zlyhania služieb a stratégie obnovy služieb u študentov nakupujúcich online produkty a doplnky výživy pre športovcov online. Cieľom tejto diplomovej práce je skúmať efekt obnovenia služieb v online prostredí športovej výživy a doplnkov medzi študentmi v strednej a východnej Európe; prispieť k rozvoju teoretických modelov úsilia o obnovu služieb online a poskytnúť manažérske dôsledky, ktoré by mohli viesť k tomu, že podniky poskytujúce služby budú lepšie rozumieť tomu, ako zákazníci hodnotia služby.. Uskutočnili sme webový prieskum so 155 vyplnenými odpoveďami študentov z ôsmich rôznych univerzít v krajinách strednej a východnej Európy. Tento výskum priniesol kľúčové zistenia vrátane dôkazov o vzťahu medzi online maloobchodníkmi a špecializovanejšími kupujúcimi; reakcia online maloobchodníka a odporúčanie zákazníka; nereagovanie spoločnosti a šírenie negatívnych ohlasov. Hlavným záverom vyvodeným z tohto prieskumu je, že po úspešnom obnovení služby sa viac ako 41% respondentov cítilo viac oddaných online predajcovi a takmer 60% uvažovalo o opätovnom nákupe u tohto predajcu a odporučilo ho. Tento výskum argumentuje posilnením služieb zákazníkom so zameraním na používanie nových technológií, pripravenosť organizácie, implementácia interného komunikačného kanálu a dokumentácie.

Kľúčové slová: Riadenie vzťahu k zákazníkovi, zlyhanie služby, regenerácia služby

Table of Content

<i>Introduction.....</i>	<i>13</i>
<i>1 Literature Review</i>	<i>16</i>
1.1 Service failure	23
1.1.1 Types of service failure.....	23
1.1.2 Response to service failures	25
1.1.3 Service failure in public entities.....	27
1.2 Dimensions of Justice.....	30
1.2.1 Distributive justice	31
1.2.2 Procedural justice.....	32
1.2.3 Interactional justice.....	33
1.2.4 Informational justice	33
1.2.5 Interrelation between the three dimensions of justice	33
1.3 Service recovery	34
1.3.1 Service recovery strategies.....	37
1.3.2 Social media and service failure.....	39
1.3.3 Service recovery paradox.....	42
1.4 Outcome from a successful service recovery strategy	44
1.4.1 Loyalty and service failure.....	44
1.4.2 Word of Mouth and service failure	46
1.4.3 Repurchase intention and service failure	50
1.5 The COVID-19 crisis and the influence on eCommerce	51
<i>2 Aim of the thesis</i>	<i>61</i>
2.1 Objectives.....	61
2.2 Research Questions & Hypotheses	62
<i>3 Methodology and research methods.....</i>	<i>65</i>
3.1 Research Philosophy	65
3.2 Market research and the 5 D's	66
3.2.1 Definition of the problem	67
3.2.2 Design.....	67
3.2.3 Data collection	68
<i>4 Results</i>	<i>71</i>
4.1 Descriptive statistics & research questions	71
4.2 Hypothesis testing.....	87
4.2.1 H1: Customer feel more dedicated to an online retailer after a service recovery.	87

4.2.2 H2: Customer considering purchasing again after at the retailer after a service failure.	91
4.2.3 H3: Customers recommend retailers after a service recovery.	94
4.2.4 H4: Customers spread WOM after experiencing a service failure.	98
4.2.5 H5: Customers write an online review after experiencing a service failure.	104
4.2.6 H6: Customers complete the purchase after experiencing a service failure.	109
5 Discussion.....	112
5.1 Previous Research	112
5.2 Contribution to the literature	112
5.3 Managerial implications	113
5.3.1 Technology	113
5.3.2 Readiness	114
5.3.3 Channel for communication	114
5.3.4 Document.....	115
5.4 Limitations and directions for further research.....	116
Conclusion.....	117
Resumé.....	122
References	132
Annexes	156

List of Figures

Figure 1: Sports Nutrition Consumption per household.....	14
Figure 2: Exploratory, descriptive and causal research.....	68
Figure 3: Age of the respondents.	72
Figure 4: Have you experienced a service failure since 01.01.2020?	76
Figure 5: Boxplot Age/Service Failure	77
Figure 6: Reasons why shopping online	78
Figure 7: What kind of service failure did you experience?.....	79
Figure 8: What was your first reaction?	80
Figure 9: What happened to the intended purchase?	81
Figure 10: Satisfaction with the reactions	82
Figure 11: Importance and satisfaction / reaction of the online retailer for a recovery.....	83
Figure 12: Satisfaction with the provided solution.....	84
Figure 13: Own effort and effort of the online retailer.....	84
Figure 14: Relation to the online retailer.	85
Figure 15: Spreading WOM and writing an online review.	86
Figure 16: Where did you write the review?.....	87
Figure 17: H1.1: Reaction of the online retailer.....	88
Figure 18: H1.2: Mean of satisfaction.....	89
Figure 19: H1.3: Effort of the online retailer	90
Figure 20: H2.1: Reaction of the online Retailer	92
Figure 21: H2.2: Mean of satisfaction.....	93
Figure 22: H2.3: Effort of the online retailer	94

Figure 23: H3.1: Reaction of the online retailer.....	95
Figure 24: H3.2: Mean of satisfaction.....	96
Figure 25: H3.3: Effort of the online retailer	97
Figure 26: H4.1: Reaction of the online retailer.....	98
Figure 27: H4.2: Mean of satisfaction.....	102
Figure 28: H4.3: Effort of the online retailer	103
Figure 29: H5.1: Reaction of the online retailer.....	104
Figure 30: H5.2: Satisfaction with the provided solution.....	108
Figure 31: H5.3: Effort of the online retailer	109
Figure 32: H6.1: Satisfaction with the provided solution.....	110
Figure 33: H6.2: Complaining directly after the service failure	111

List of tables

Table 1: Countries where the respondents live.....	71
Table 2: Highest educational level.....	72
Table 3: online vs. offline shopping.....	73
Table 4: Frequency of shopping	74
Table 5: Reasons for buying online	74
Table 6: General satisfaction when shopping online.....	75
Table 7: Devices used.....	75
Table 8: H1.2: Mann-Whitney-U Test.....	89
Table 9: H2.2: Mann-Whitney-U test	92
Table 10: H3.2: Mann-Whitney-U test	96
Table 11: H4.2: Mann-Whitney-U test (all four groups).....	99
Table 12: H4.2: Mann-Whitney-U test (positive/negative).....	100
Table 13: H4.2: Mann-Whitney-U test (positive/no)	100
Table 14: H4.2: Mann-Whitney-U test (negative/no)	101
Table 15: H5.2: Mann-Whitney-U test (all groups)	105
Table 16: H5.2: Mann-Whitney-U test (positive/negative reviews)	106
Table 17: H5.2: Mann-Whitney-U test (positive/no review).....	106
Table 18: H5.2: Mann-Whitney-U test (negative/no review)....	107
Table 19: Hypothesis tested.....	117

List of abbreviations

B2B	business to business
C2C	consumer to consumer
ECT	expectation confirmation theory
eWOM	electronic word-of-mouth
FACE	Federal Agency Customer Experience Act
FMCG	Fast Moving Consumer Goods
IMC	integrated marketing communication
ORSF	outcome-related service failure
PRSF	process-related service failure
SRP	service recovery paradox
WOM	word-of-mouth
WOMM	word-of-mouth marketing

Introduction

In 2018, the worldwide sports nutrition market was worth 50.84 billion dollars, and by 2023, it is predicted to be worth 81.5 billion dollars (Wunsch, 2020). Several authors looked into the use of supplements by students (Jahan et al, 2021; Hegazy et al, 2020; AlTamimi, J. Z., 2019).

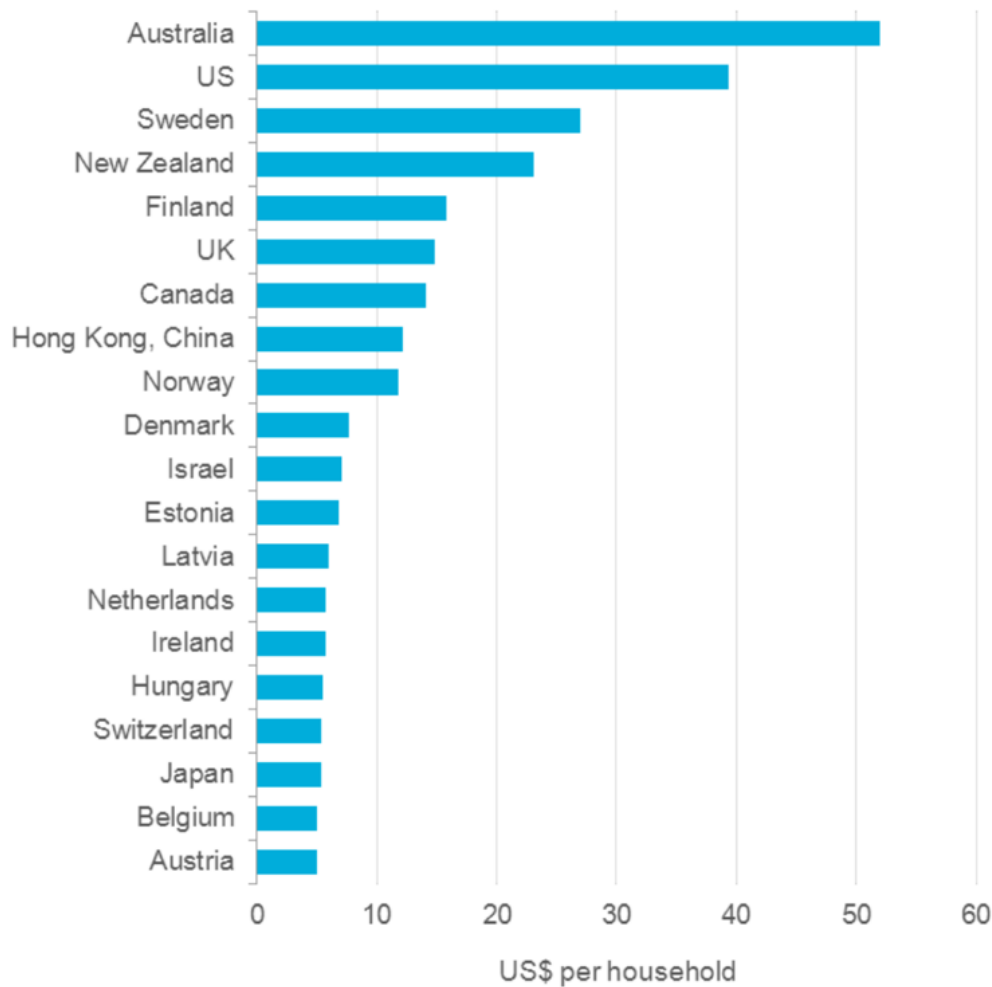
Sports nutrition products are meant to help people achieve their fitness objectives by replenishing nutrients lost during exercise (Wunsch, 2020). Dietary supplements, nutritional ergogenic aids, sports supplements, sports meals, and therapeutic nutritional supplements are just a few of the terminology used to describe the wide variety of items that make up the sports supplement sector (Burke, 2016).

A business ought to have a competitive advantage to succeed on the market. One will be palmy post purchase management like criticism handling. Criticism handling has become important to business organizations as a result of service failure typically happens in any business operation. Most purchasers United Nations agency have encountered a service failure can either complain to the corporate, relatives, or different third parties.

The goal of this thesis is to analyse the result of service failure and repair recovery in an internet sports nutrition and supplements setting among students in CEE, contribute to the event of theoretical models of on-line service recovery efforts and supply social control implications that might end in service businesses having a far better understanding of however customers measure services. Students tend to own a better financial gain when graduation thus it would be a stimulating target cluster for premium merchandise. though booze loyalty differs between classes parental influence was evident at some purpose (Wood, 2004).

The consumption per capita is very different around the globe. Australia has the number one position with more than USD 50, - per capita per year. It is argued that the weather conditions play an important role. In total, die US market is the biggest in the world. When we look at Europe the picture is diverse. Sweden has the highest consumption and has almost the same market size in total numbers as Germany. Austria, Germany and CEE are underdeveloped and have a huge potential in the next years. Although most sports nutrition suppliers follow an omnichannel strategy, the online channel seems to become more and more important.

Figure 1: Sports Nutrition Consumption per household



Source: Euromonitor 2018

It will be carried out by using a web-based survey tool. The introduction offered an overview of the subject. Other ways of information assortment like personal interviews with shoppers and on-line retailers are thought of, however a web-based survey was thought of the simplest technique because of the internment and also the unpredictable state of affairs with the COVID-19 pandemic.

This analysis is meant to contribute to service market research and establish and understand however a client measures the reaction of a web sports nutrition and supplements a merchant to a service failure and the way the degree of satisfaction is influenced by the perception of justice. to produce a clear service recovery and build a long relationship between the corporate and also the consumer, a method structure must be established.

This study focuses on understanding online service failures, examining data on sociodemographic characteristics, general knowledge, and all aspects that could affect the perception of online service failures and the satisfaction of consumers.

The thesis consists of five chapters. After the introduction, chapter one provides a literature overview and describes service failure and service recovery. Chapter two starts with the research topic and outlines the relevant research questions. The process of the market research and the methodology is described in chapter three. The results, tables and figures of the collected data and the analysis based on the research questions and hypothesis testing are presented in chapter four. Finally, chapter five consists of the discussion as well as implications for managers and suggestions on further research, followed by the conclusion.

The author published parts of the research and results in different indexed journals e.g. Uitz & Jancikova (2021).

1 Literature Review

It is a key challenge to eliminate or reduce service failure and even customer-oriented and well-prepared companies fail (del Rio et al., 2009). Failure happens for all kind of reasons (Forbes et al., 2005) and social media platforms like the Meta Group provide the ideal platform to spread negative WOM of dissatisfied customers (Lariviere et al., 2013). A company's reputation may suffer dramatically (Tripp & Grégoire, 2011).

Some customers may overlook service failures because they do not want to spend time and energy on complaints (Antón et al., 2007). According to Hess (2008) only 5–10% of dissatisfied customers complain. The majority of customer feel worse after complaining because of the way the service was conducted (Hart et al., 1990).

A successful service recovery may lead to an improved satisfaction level of the customers and improves trust and commitment (Weun et al., 2004). A weak response to a service failure may damages the brand image and competitiveness (e.g. Keaveney, 1995;). Companies want to deliver a successful service recovery strategy and put in all efforts required to respond to a service failure (Andreassen, 2001) and most customers anticipate a service recovery (Holloway & Beatty, 2003).

Customers tend to spread positive WOM after a service recovery and maintain loyalty in the future (Matos et al., 2012). A successful service recovery may result in a service recovery paradox, in which post-recovery satisfaction exceeds satisfaction before to the service outage (McCollough et al., 2000).

Service companies proactively try to identify the consumer complain as soon as possible to prove an effective service recovery (Shimp & Andrews, 2013). In an online environment the interaction between the shopper and the service provider is virtual and not personal, which makes it easier for all kind of misunderstandings (Holloway & Beatty, 2003).

It is more difficult to accomplish a successful service recovery online, but it is critical for a business to communicate with customers to learn what they expect in the event of a loss (Harries et al., 2006). The goal of this study is to determine the nature of online service failures and recovery techniques among students in CEE who do shop for sports nutrition and supplements online.

Service recovery strategies are an important topic on the agenda for managers because service failures are inevitable (McCollough et al., 2000). Two types of service

encounter failures are described by the service marketing literature: outcome and process (e.g. Smith et al., 1999). Customers evaluate service differently depending on the type of failures and the experienced loss (Smith et al., 1999).

Customers that are dissatisfied may take actions against the company, such as spreading unfavourable word of mouth or switching brands (Lovelock et al., 2015). According to Blodgett et al. (1997) companies are supposed to motivate dissatisfied customers to complain so that the company has a change to solve the issue and keep the customer. Ignored customers may get angry and regret that their time has been wasted (Varela-Neira et al., 2010).

The customer's perception is based on the three dimensions of justice (Justice Theory): distributive justice, procedural justice and interactional justice (Oliver, 1999).

The consumption of sports nutrition and supplements per capita varies heavily over the world. With more than USD 50, - per capita each year, Australia is in first place. When we look at Europe, we see a variegated picture. Sweden has the highest per capita consumption and approximately the same total market size as Germany. Austria, Germany, and Central and Eastern Europe are underdeveloped and have a lot of potential in the next years.

As the COVID issue develops, demand for vitamins and supplements is increasing, fuelled by guarantees that vitamins will facilitate forestall the sickness. the expansion of an inactive fashion is one among the first drivers of food supplement want. In fact, the supplements will aid within the relief of any issues caused by an inactive fashion and poor feeding habits (Anzivino & Moliterno, 2020). There are multiple articles of the effectiveness of supplements and why it is important or why it does not make any sense. This research will not cover that question.

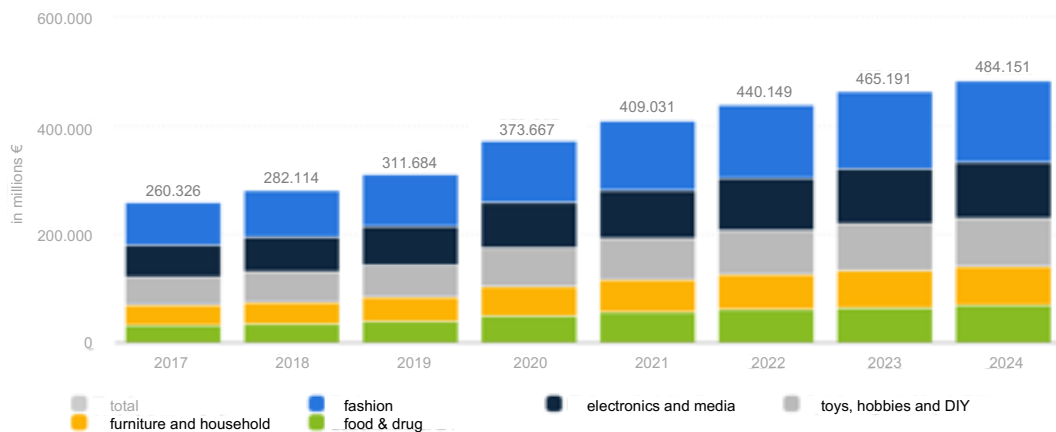
Students particularly square measure additional prefer to get supplements than the other cluster inside the population. The most reasons square measure to urge additional energy, muscle gain and promote general health. Students pay tons of cash on supplements and 66% use them minimally one every week (Daniells, 2015).

The eCommerce market comprises the sale of physical goods to private end users (B2C) via a digital channel. Purchases via desktop computers (including notebooks or laptops) as well as purchases via mobile devices such as smartphones or tablets are included in the analysis.

Not included are digitally distributed services, digital media content as download or stream, digitally distributed goods in B2B markets and the digital purchase or resale

of used, defective or repaired goods. The turnover in the eCommerce market will amount to about EUR 373.667 million in 2020 Europe as seen in figure 2.

Figure 2: eCommerce sales in Europe 2020



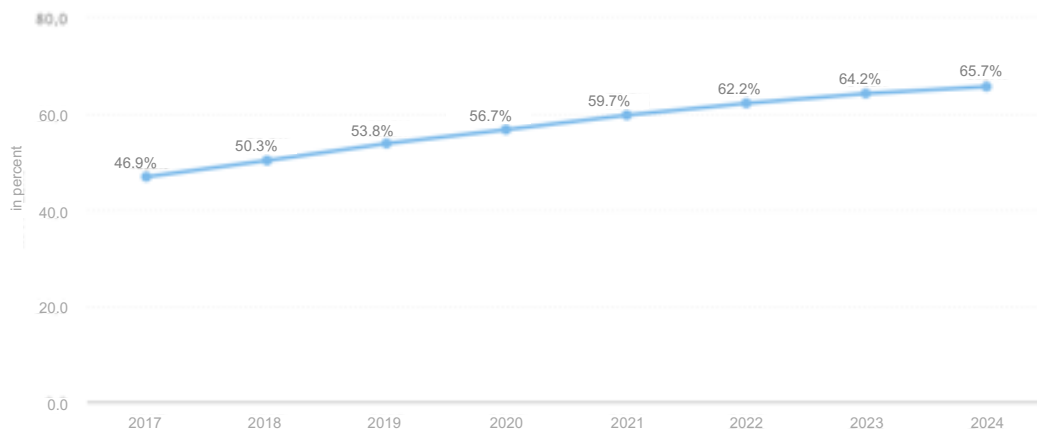
Source: Statista 08/2020 (translated)

In 2018, the proportion of internet users who had made at least one online purchase in the previous 12 months will have risen to 93% in the US, 97% in the UK and 92% in China. In the developed world, the market is currently in its maturing phase and competition between eCommerce companies is extremely high and costly.

Marketplaces such as Amazon and AliExpress are flourishing, while retailers are finding it difficult to define a unique selling proposition as shop and brand loyalty is declining and the industry's shopping basket abandonment rate is 75%. Brand loyalty can be enhanced through community building, loyalty programmes and the seamless user experience on mobile devices and desktop PCs (see Statista).

Figure 3 "Penetration rate" shows the percentage of active, paying users (or accounts) of the total population in Austria by years. In the eCommerce market, the penetration rate is expected to reach 56.7% in 2020.

Figure 3: eCommerce Penetration



Source: Statista 08/2020 (translated)

Customer touchpoints are created where the client comes into contact with an organization or whole or its products/services. Touchpoints area unit so all points of contact that leave a control on the client. These impressions may be triggered by staff, the merchandise or service itself or all alternative communication models (both on-line and offline).

In the literature, these touchpoints area unit divided in step with many factors. On the one hand, they are distinguished from each other in terms of your time on the client relationship - i.e., from the acquisition dealing to the post-purchase part. On the opposite hand, the client touchpoints may be divided into direct and indirect (influencing power of the company) or one-sided and two-sided (interaction potentialities of the client) customer touchpoints.

Customer touchpoints represent multiple ways customers move with a product or service from the time they initial study it till they discard it. People, on the opposite hand, are often loyal to merchandise and services for reasons aside from the basic characteristics and traits that everyone rivals offer. Touchpoints that address crucial however underappreciated factors that buyers care regarding may be extremely distinctive.

Customers are more inclined to trade up to higher amounts each buy occasion and make additional purchases if touchpoints are mastered. Every touchpoint contributes to the brand's overall positioning and perception. Customers may depart if important touchpoints are handled poorly, resulting in detrimental, negative word of mouth.

Service failures are a common phenomenon and happen all the time. Companies want to provide best in class service recovery to gain customer satisfaction and even foreseeing future failures. That is essential to avoid customers to switch companies and brands. It is riskier in an online environment of losing a customer than in a brick-and-mortar environment. There is no physical interaction and without that the advantage of social engagement could ease the tension.

According to Turban (2015) eCommerce is defined as the purchase, sell, transport or trade data, goods or services through the internet. There is a difference between eCommerce and e-business, because e-business is the much broader definition including all aspects of online business and not only the selling of products online. However, there is a different type of eCommerce depending how the fulfilment and the delivery is made. If everything is done manually this is not eCommerce but if there is at least one activity digital then it is considered as eCommerce.

Turban (2015) defined pure eCommerce when all activities are done digitally. Brick-and-mortar companies operate in a purely physical manner whereas virtual companies exist only digitally. There are also combined models available. This research focuses on eCommerce only.

A customer complaint is a critical and important moment for the relationship between a company and a customer. Roggeveen et al. (2011) examine the consequences of client participation in an exceedingly service recovery and personalizes the result throughout a joint collaboration at the side of the service supplier. A cancelled flight might be a good example when a customer looking for alternative with the desk employee and choose which is the best result.

Online consumers provide only limited feedback what makes it harder for companies to understand the needs. Service recovery is therefore highly important and also a great opportunity for a sustainable relationship. Customer retention is a fundamental subject for service provider because it is what drives their purpose.

That is why customer retention strategies have been defined, including recovery actions in case of a service failure. It is also possible that customers have a higher degree of satisfaction after a successful service recovery than if a failure had not happened. The so-called service recovery paradox is an opportunity, although it is critically discussed.

Any successful firm relies heavily on excellent customer service. The key to business growth is knowing who your consumers are, what they want, and exceeding their expectations. It will be impossible for an organization to achieve desired goals unless it

knows this fundamental idea. Furthermore, service recovery is a theory that claims that a consumer who has a terrible experience and receives a timely, effective answer to his problems would be more loyal than a customer who has never had a terrible encounter.

The analysis into service recovery has been developing with the importance of service economies and customer-focused methods used by increasing numbers of organizations (Johnston & Michel, 2008). The activity performed by a service supplier to remedy a client criticism a few perceived service failures is brought up as service recovery (Grönroos, 1988).

However, recovery management is considered to possess a big impact on customers who experienced service failures as a result of emotional involvement (Berry & Parasuraman, 1993). In keeping with Tax and Brown (1998), the justice components of the service recovery method account for up to 85% of the satisfaction with the service recovery method. There are three dimensions of fairness during this model that is procedural justice, interactional justice and outcome justice.

Customer satisfaction could be a customer's overall or international judgment concerning the extent to that product or service performance matches expectations (Anderson & Harare, 2003). Customer happiness is critical to any company's long-term success. Service failures, on the other hand, are frequently unavoidable due to human and non-human faults. Customer unhappiness is invariably the result of such service failures (Kau & Loh, 2006).

For companies seeking only to fix a few glaring problems in specific journeys, top-down problem solving can be enough, but those that want to transform the overall customer experience may need a bottom-up effort to create a detailed road map for each journey. Such a journey is considered as a specific, discrete experience in the customer life cycle. The act of simply buying a product in a store is a touchpoint within a customer's journey. Researching and then buying a new product and getting it up and running at home would constitute the full journey as the customer sees it.

Thinking about customer journeys instead of traditional touchpoints may require an operational and cultural shift that engages the organization across functions and from top to bottom. For the companies that master it, the reward is higher customer and employee satisfaction, revenue and cost improvements, and an enduring competitive advantage within the industry (Maechler et al., 2016).

Nowadays, the ability of an organization to solely compete on price has increasingly become difficult. As a result, most businesses understand the value of

offering great customer service. Even the simplest businesses, however, create mistakes once providing services, that is said as service failure. Failures of core services, product and policy failures, and client failures have all been classified as service failures (Komunda & Osarenkhoe, 2012).

A successful service recovery is the appropriate action to overcome dissatisfaction and increase the perception of the customer of the company and brand that may lead to positive word-of-mouth (WOM) communication. Customer satisfaction is important for the continuity of business operations (Michel et al., 2009).

According to Palmer (2014) most goods depend on service-based actions that grant an added-value which is regarded as a marketing advantage. Services are different in terms of tangibility, perishability and variability (Kotler & Keller, 2016). Lovelock (2002) noted that service delivery is difficult to capture thanks to the intangible nature. Kotler associated lecturer (2016) outline service as an intangible entity exchange between a minimum of two parties, with no party ought to own a product at the top of the exchange.

Scholars describe five key distinguishing characteristics of services (Fisk et al., 1993; Kotler & Keller, 2016; Solomon et al., 2006; Palmer, 2014):

- Heterogeneity
- Inseparability
- Intangibility
- Ownership
- Perishability

Services cannot be seen or touched before they are bought (Zeithmal et al., 2006). Bateson (1979) noted that impalpability is that the most significant characteristic of a service. Kotler et al. (2016) outline inseparability because the inability to separate the service from the service supplier. Due to the impact of the human factor a consistent service standardisation can be extremely difficult (Lashley, 1998).

Because a service cannot be provided before it is necessary, Rushton and Carson (1985) emphasize the relevance of perishability. Gummesson (2000) claimed that service can be kept in the same way as procedures, equipment, and personnel are stored in an emergency hospital.

1.1 Service failure

Tate et al. (2014) describe the service failure in an online environment as a lack of quality in a customer's mind. Service failure may lead to consumer rejection (Liu et al., 2000). Online shoppers face different online service failures in contrast to offline consumers (Forbes et al., 2005).

According to Maxham and Netemeyer (2002) consumers may have similar experiences of service failure efforts and failure severity have a massive impact on consumer satisfaction that potentially lead to negative WOM and reduced loyalty. Kim and Ulgado (2012) found out that failure severity has an adverse effect on a consumer's repurchase intention.

Service providers are supposed to solve the failures to avoid negative consequences, such as negative WOM, retaliation and brand or company switching (Grégoire et al., 2009)

The service failure and service recovery expertise are named a five-stage procedure, wherever shopper perception is said with sure method stages which understanding the patron is regarding recognizing the various stages (Grewal et al., 2008; Harris et al., 2006):

1. service failure happens
2. recovery expectations arise
3. provision of recovery strategies happens
4. evaluation of recovery is in place
5. post-recovery behaviour emerges

1.1.1 Types of service failure

The service marketing literature acknowledge five types of service failures (Bitner, 1990; Kelley et al., 1993; Hoffman et al., 1995):

- service provider fails due to slow or unavailable service
- service providers react to a request
- unasked actions by the service provider
- problematic customers
- uncooperative customers

Keaveney (1995) differentiate between two types of service failures:

- Core service: Problems that happen due to technical issues with the service, such as billing errors or service mistakes
- Service encounter failure: When the service provider does not care or show unsuitable behaviour.

According to Lin (2006), a service provider fails if the customer finds the method of serving unacceptable. Two categories of service provider failures have been described (Keaveney, 1995):

- outcome-oriented
- process-oriented

An outcome-oriented failure describes what the customers get out from the service and the process-oriented failure is about the manner how the service provider handles the situation (Weun et al., 2004). Outcome-oriented failures are major reasons why consumers switch the service provider because satisfaction was not re-established (Keaveney, 1995).

However, customers are more interested in the results of a service recovery than in the process as such (Duffy et al., 2006). An outcome-related service failure (OSRF) is about an economic loss and a process-related service failure (PSRF) is about a social loss for the consumer (Smith et al., 1999).

Meuter et al., (2000) describe four other types of service failures:

- Technical failures: e.g. website does not work
- Process failures: e.g. order has not been delivered
- Poor design: e.g. the navigation within the website is complicated
- customer-originated failures: e.g. they forgot the log-in data

Holloway and Beatty (2003) classified six service failures related to the online business:

- Delivery
- Website design
- Customer service
- Payment
- Security.

According to Holloway and Beatty (2003) online retailers need to give consumers the opportunity to complain via e-mail, chats, forums or toll-free phone numbers. Service

recovery strategies are different to strategies in brick-and-mortar stores (Forbes et al., 2005) due to missing human interaction elements in an online environment (Bijmolt et al., 2014).

Moreover, three different types of online service failures were described by Tan (2011).

- informational failures: e.g. Providing incomplete information that negatively impacts the service.
- functional failures: e.g. The provided functionalities are unable to support consumers.
- system failures e.g. an expected online function (“notification”) does not work.

1.1.2 Response to service failures

Service failure is appraised in two stages (Kim et al., 2010), however, it might possible that they appear simultaneously although the stages are supposed to happen subsequent (Lazarus, 1994). Sweeny (2008) described in the crisis decision theory are more general theory how people react to negative events but it also corresponds to the appraisal structure.

In the primary stages, the shoppers assess the severity of a service failure (Kim et al., 2010), either financial or non-monetary losses are expected (Smith et al., 1999). The severity of a service failure rises with the loss the consumer experience (Hess et al., 2003).

Customers want to explain why a service failure happens (Bitner 1990). Hess et al. (2003) characterizes three attribution dimensions:

- controllability attributions: the level of degree the customer can influence the service failure.
- stability attributions: the service failure is regarded as temporary or permanent
- globality attributions: is the service failure specific or more general

Customers with a short past transaction history tend to get more dissatisfied after a service failure occurred than customer with a long past transaction history (Boulding et al., 1993). Solomon et al. (1985) delineated customers with an extended past dealing history as additional relaxed as a result of they need additional expertise with the handling of a service failure by the corporate. The additional customers assume that a service

failure is uncontrollable, the more they'll measure the service positive form the service supplier (Hess et al., 2003).

According to Voorhees (2006) most of the consumers experiencing a service failure never complain about it. That is an issue for three main reasons:

1. The service provider had no possibility to solve the issue of the consumer (Smith et al., 1999) and also has the risk to lose the consumer (Evanschitzky et al., 2011).
2. As a result of negative WOM to friends, family and other consumers the reputation of a company may suffer dramatically (Bougie et al., 2003).
3. The company has a serious disadvantage because the information is missing what went wrong and how the process might have been improved (Michel et al., 2009).

Svari et al. (2010) characterised a service failure as inevitable and it's going to have a negative impact on overall client satisfaction. Gelbrich (2010) describe anger, frustration, disappointment, discontent and helplessness as emotions a client experience when a service failure. According to Grégoire et al., (2009) even long-standing consumers may take revenge after experience a bad service.

Angry and frustrated customer are more like to express their negative experience via WOM to family, friends and other consumers what is a serious problem for companies (Gelbrich, 2010). Usually, customer do not want to quite the relationship with the company after experiencing a service failure (Voorhees, 2006). After a bad service experience most of the customers tend not to complain (Chelminski & Coulter, 2011), but share their bad experience through online channels where the companies have limited control only (López-López et al., 2014).

Because it is too much bother or makes no sense to them, the vast majority of consumers do not protest (Chahal & Devi, 2015). Customers that are dissatisfied may do nothing or look for alternative options, such as switching to another service provider (Lovelock et al., 2015).

Singh (1990) identified four groups of dissatisfied consumers:

- Passives
- Voicers
- Iraters
- Activists

Passive consumers may not take any action. It is also very unlikely that they spread negative WOM. Voicers are quite the opposite and they will complain but their behaviour is still business friendly. Negative WOM is also very unlikely.

Iraters will complain and express their dissatisfaction through different channels by negative WOM. The chance is also very high that they will switch to other brands and companies. Activists tend to precise their negative expertise to everyone however they're still reasonably loyal and need to possess some positive outcome from their criticism (Singh, 1990).

The probability that a consumer complains about a bad service is determined by personal factors like emotional intelligence as well as self-efficacy (Tsarenko & Strizhakova, 2013).

1.1.3 Service failure in public entities

Public services contain a wide range of different services. Next to the governmental, federal and local administration layers, taxes have to be collected, budgeted and expensed on social services, education, infrastructure, safety and security. All service offerings can be summarized into three major categories, these are the three main tasks of Public Services to provide, to protect and to prosper.

- The first task summarizes the provisioning of welfare, education, health, social and similar services.
- The second one contains the integrity of national borders and interests as well as ensuring the rule and proper representation of law.
- Last but not least to stay relevant in an increasing global competition Public Services have to ensure the right framework for continuous prosperity.

The Federal Agency Customer Experience (FACE) Act was re-introduced by US Senate on May 3rd 2019. The main goal of that act was to ensure a voluntarily given feedback about public services by tax payers and it is the first attempt to put public services and their performance management into the focus of legislation.

This has to be considered as an extraordinary move to introduce a citizen-centricity approach on a federal level. The FACE would ensure that all federal levels are able to create voluntary, small, anonymous questionnaires. This automated survey would lower the current paper effort by administration to run such initiatives itself plus would

also standardize and make answers on overall satisfaction, competence of the agent, individual goal accomplishment feasible. That act builds the foundation of the next generation of research on public services as huge amount of feedback, experience data, will be collected.

Compared to the private sector, it is unlikely that public organisations get bankrupt or go out of business. Closing down a public institution is not impossible but very unlikely. Gaining market shares is no major objective and the agencies can also service if the citizen base shrinks (James et al., 2015).

Furthermore, public service organisations exist and act within a changing political environment. That means that the perception and framing of a specific failure is even more important than in the private sector. Citizens tend to mix personal experiences and the reputation with the service failure as such (McConnell, 2010).

Service failure in a public environment is considered as a normal function and in more general reflections on the perception of the performance (Goodsell, 2003). Public management scholars such as Perry and Kreamer (1983) underlined the belief that service failure is inevitable due to the absence of market pressure, micro-management and politically inspired meddling.

Boin and 't Hart (2000) describe during their research three types of service failure in public:

- Failure by ignorance: The service provider is not aware of being responsible of a failure. That failure may happen due to the absence of any market signal, what customer want (Tummers et al., 2013).
- Failure by rigidity: In that case the policy makers know the situation but they seem to be unable to solve it. Bureaucratic rigidity may stop an organisation from working effectively (Mascini, 2005).
- Failure by failed intervention: That is a very common because the service provider has to cope with social problems and they are often complex and open ended (Head & Alford, 2013).

However, three more failure types are added based on recent public management research:

- Failure by neglect: Jobs in the public sector seems to be unattractive for successful manager, so disinterested is the result. Research shows that

unequal service levels depending on socio-economic status and place of residence have an influence on the service quality (Serra, 1995).

- Failure by design: That failure exists where the demand for a specific service is very high but the resources are limited. A good example in that case is when people apply for subsidies. The whole process is designed in a way, where people back-off because of the bureaucratic obstacles (Moynihan et al., 2014)
- Failure by association: Although the failure is a minor one, it is regarded as a major issue. Even if the service recovery is good, people do not recognise that performance (Van Slyke, 2004).

Although the public sector is different than the private sector and the customer's expectations are relatively low, Hodgkinson (2013) found out that they are still on the rise. Due to the absence of brand loyalty or customer retention the public sector is not concerned with individual customer reactions, but the biggest threat seems to be collective responses.

When a public service occurs, citizens do have some options, even in a monopolistic environment. Either they go to court or get in touch with external parties such as the press or politicians from another party (Dowding & John, 2012). According to Miller and Listhaug (1999), the trust in public organisation is linked to service failures in public.

In terms of a service failure in public, citizens may use their voice to express dissatisfaction. They can put their anger directly towards politicians, the service provider, media but also family and friends (John, 2016). In the last years, new channels for complaining appear, social media platforms but also online reviews (Trigg, 2013).

Further, citizens react nowadays in a more direct way in the past. Blaming become more and more popular and research has seen an increase both theoretically (Hood, 2010), and empirically. (James et al., 2016). However, citizens blame public organisations for service failures also for no reason on order to distract from self-caused (Reynolds & Harris, 2005).

A common strategy by citizens to fight service failure is an exit (Colgate & Norris, 2001). Citizens always had the choice to exit, either in a positive way like self – provision or self – organisation (Mizrahi, 2011), or more in an entrepreneurial field by creating a suitable alternative by themselves (Gofen, 2012). But there are also negative options such

as moving into illegality (Mizrahi, 2011). Another aspect is, that an exit may result in a reduction of the extraordinary expenses of the government (Jilke, 2014).

1.2 Dimensions of Justice

Berry and Seiders (2008) describe the judgment of the service justice as the difference between the perception of fairness and the unsatisfying result when somebody has been treated unfairly. Due to the intangible character of a service, the link between the organization and also the shopper, furthermore because the quality of the service, are necessary issues (Yi -Wen et al., 2010).

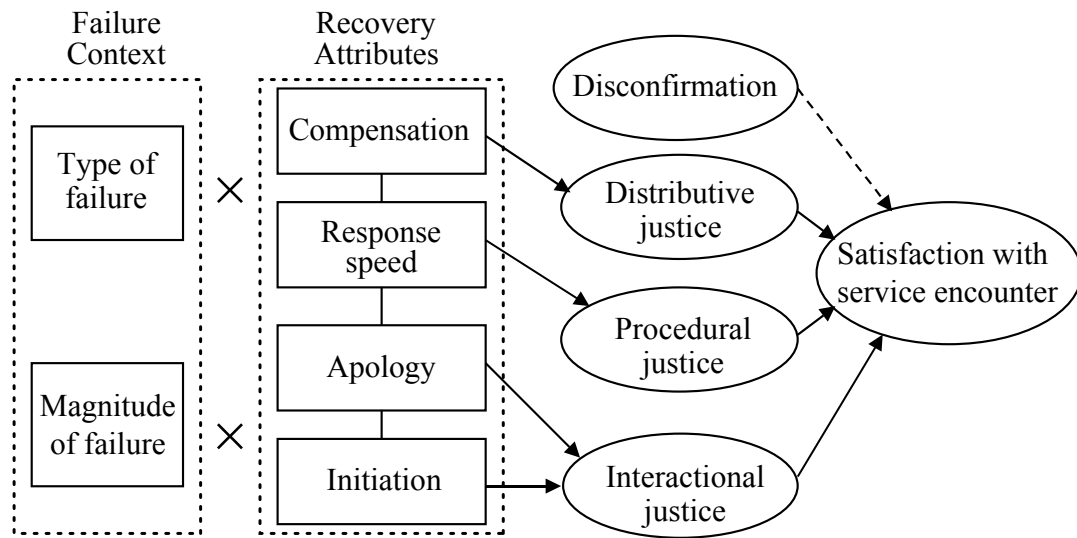
According to McColl-Kennedy and Sparks (2003), there's a link between client happiness and also the perceived fairness of a service breakdown and recovery. once a client receives service that meets their expectations, they're glad. Customers' pleasure and ensuing actions are influenced by whether or not or not they believe they were treated fairly, consistent with justice theory.

Chebat and Slusarczyk (2005) take conjointly equity into thought of justice. consistent with them, perceived justice is coupled to service recovery and repair failure as a result of fairness is one major topic and also the exchange between customers and repair suppliers ought to be equal.

Justice theory describes the scenario when a customer's input equals the perceived output and scholars found evidence for that theory including the potential consequences for company and customers (Smith et al., 1999).

The fairness of a service recovery is detected by the client within the three dimensions of justice: distributive justice, procedural justice and interactive justice as delineated in figure 4.

Figure 4: Customer satisfaction



Source: Smith et al., 1999

According to Colquitt (2001) a fourth dimension needs to be added instead of having a three-dimensional framework only.

1.2.1 Distributive justice

Hocutt et al. (2006) describe distributive justice as the tangible results of a service recovery. There are different concepts of defining it, such as equity (Kim et al., 2009) equality (Mattila, 2010) and need (Casado-Díaz et al., 2007). Smith et al. (1999, p. 359) describe it as “the allocation of costs and benefits in achieving equitable exchange relationships”. According to Río-Lanza et al. (2009) distributive justice is described as the use of tangible resources solve and compensate consumers.

There are some problems represented to live the results as a result of it's arduous to asses input and output for each, the client and also the service supplier. during a service recovery method distributive justice is achieved once a client gets a minimum of what they might have received before the service failures happened (Casado-Díaz et al., 2007). Possible answers to distributive injustice are (Lin & Liang, 2011): correction, credit, no attempt at resolution, reimbursement, repair and replacement.

The fairness of such a reward may be influenced by prior experiences of the customer with company (Tax et al., 1998). When experiencing a service failure, a customer expects a fixed compensation and some value-added rewards (Hocutt et al.,

2006). A dissatisfied customer may have a major impact and could possibly lead to negative WOM, that is way distributive justice has an influence on satisfaction (Colquitt et al., 2005).

According to Rashid et al. (2014) distributive justice is the recompense what the consumer receives for the inconvenience of a service failure. Such a recompense may be an adequate tool for making consumer satisfied again and many consumers expect a justice for their loss (Noone, 2012).

It can be financial or non-financial (Lin & Liang, 2011) and recompense may lead to positive reactions of the consumer like positive WOM (Grewal et al., 2008). Distributive justice features a positive impact on client satisfaction and repurchase intention (Lopes & Silva, 2015).

1.2.2 Procedural justice

Forbes et al. (2005) define procedural justice as the perceived level of fairness for getting adequate results of a service recovery process. Procedural justice is regarded as the assessment of consumers in terms of policies and decision making in order to solve service failures (Maxham & Netemeyer, 2002).

According to Tax and Brown (1998) procedural justice is very important within the decision-making method. In assessing procedures, customers make a comparison of the process used to handle the situation. The attributes of procedural justice are in order of importance:

1. assuming responsibility
2. timing and speed
3. convenience
4. follow-up
5. process control
6. flexibility
7. knowledge of the process

According to Nikbin et al. (2012), noted the importance of a quick response because the speed has an influence on customer's behaviour in terms of spreading negative WOM. Tax et al. (1998) describe a positive impact if procedural justice on customer satisfaction. In an online environment customer satisfaction is considered as a key indicator of repurchase intention (Holloway & Beatty, 2003).

1.2.3 Interactional justice

The mood and the feelings of a customer when interacting with the service provider during is described as interactional justice (Kuo & Wu, 2012). The service provider needs to express concern, courtesy and sympathy towards the consumer (Choi & Choi, 2014). Interactional justice focuses on the period when the service provider and the consumer interact with each other (Fernandes & Santos, 2008).

Interactional justice is characterised by its intangibility and contains attributes such as honesty (Goodwin & Ross, 1989), politeness (Goodwin & Ross, 2001), effort (Hoffman & Kelley, 2000), empathy (Parasuraman et al., 1985), and explanation (Yim et al., 2003). Furthermore, it arises from the social a part of a dealings (Jasso, 1980). Tax et al. (1998) outlined mutual justice because the perceived fairness in interactions, once a client is within the service system or once the service is being administrated.

According to Kuo and Wu (2012) a higher perceived level of interactional justice generates a higher customer satisfaction, whereas a lower level may lead to negative WOM communication (Lin & Liang, 2011). Interactional justice has an influence on repurchase intention of a customer (Nikbin et al., 2012).

1.2.4 Informational justice

The informational justice includes different aspects (Colquitt, 2001): justification, truthfulness, respect and propriety.

From a customer's view informational al justice could be a vulnerable model as a result of the information is extremely restricted why outcomes are distributed or why bound processes are in place (Nikbin et al., 2012). Cranage and Mattila (2005) found out that consumer decisions are related to service information, at least in the hospitality sector, and the results of a service recovery effort influence the consumer's perspective of the informational justice. Further, informational justice has an impact on consumer satisfaction in a service process in the financial sector (Varela-Neira et al., 2010).

1.2.5 Interrelation between the three dimensions of justice

According to Wirtz and Mattila (2004) the distributive and interactional justice are associated with the customer's WOM behaviour, also because the repurchase intention. Yim et al. (2003) represented a high correlation of procedural and reciprocal justice which each are influenced by distributive justice. Jasso (1980) note that distributive, procedural and interactional justice are evaluated severally by customers.

Scholars (Chebat & Slusarczyk, 2005; Lolo et al., 2010) discerned that customers not solely wish to urge what they need (distributive justice) however additionally want to be treated during a truthful manner and with respect (interactional justice). The client perception of procedural justice is influenced by the behaviour of the service supplier (Tax et al., 1998).

Customer satisfaction in procedural justice is reduced when a service provider is not able provide the right attitude such as empathy, effort and politeness (Jasso, 1980). According to McCole (2004) the perception of procedural injustice cause perception of distributive injustice to decline. That is the case when the customer believe that the outcome might have been better when there has been a fair and transparent process. Customer's satisfaction will decrease if an unfair process leads to bad results (Tax et al., 1998).

Hess (2008) stated that the three justices are correlating and are complementary. The overall judgement and satisfaction of the client relies on the perception relating to the service supplier (interactional justice), the product/service (distributive justice) and also the service recovery method (procedural justice) (Choi & Mattila, 2008).

1.3 Service recovery

Andreassen (2000) describes service recovery as all actions a company or organisation has to take to correct a failure. A successful service recovery is necessary to prevent customers from switching behaviour (Keaveney, 1995). Further, it is essential for building long-term relationships, improving customers satisfaction and increasing profit (McCollough et al., 2000).

The service recovery paradox describes a scenario wherever a productive service recovery led to the next level of client satisfaction, paradoxically it makes a client a lot of happy than a client while not facing a problem (McCollough et al., 2000). This situation happens only if the company manages the service recovery properly, otherwise customer satisfaction might be even lower than before. (Bitner et al., 1990).

Service management research investigates the questions of what kinds of actions generate effective service recovery. Most authors describe four to five service recovery strategies. They all vary but also overlap in some areas. Managers need a framework of service recovery actions they can apply when necessary (Smith et al., 1999).

The role of customers in service recovery changed from passive recipients to active value co-creators. Recent studies point out that the influence of customers on service recovery efforts improve repurchase intentions (Roggeveen et al., 2011; Guo et al., 2016). From a central perspective, service recovery follows three general streams (Smith et al., 1999).

1. Focus on the normative managerial mode (Johnston and Mehra, 2002).
2. Focus on independent sets of service recovery procedures where issues are related to processes, employees and customers are investigated separately (Battaglia et al., 2012) are investigated separately.
3. As an integrated activity where, organisational efforts act synergistically more than independently.

An intensive literature review indicates the following effective organizational responses (Gelbrich and Roschk, 2010; Johnston, 2001; Liao, 2007): apology, problem-solving, courtesy, explanation, promptness, compensation, facilitation, effort and follow-up.

According to Zeithaml et al. (2018), customers expect the service providers to be accountable, understanding and to respond quickly. They also want to have a compensation for the inconvenience. Apologizing and rectifying are the most commonly employed service recovery tactics to re-satisfy consumers (Lewis and McCann, 2004).

Tedeschi and Norman (1985, p. 299) describe apology as “confessions of responsibility for negative events which include some expression of remorse”. A company needs to fulfil minimum requirements of apologizing when a service failure happens (Bitner et al., 1990). An apology shows a company’s willingness to handle an issue (Zemke & Bell, 1990), provides a quick response to reduce a customer concern (Boshoff & Leong, 1998) and reduces also customer enragement (Nguyen and McColl-Kennedy, 2003).

Walster et al (1973) characterised an apology as a reward and it reflects empathy and concern as well (Hart et al., 1990). From a psychological perspective, an apology is regarded as a compensation because customer feels equally important to company as vice versa (Davidow, 2000).

Problem-solving basically means putting right what went wrong (Kwortnik, 2006). For example, an airline that cancels a flight must make alternative flight arrangements or an online retailer shipping the wrong goods must replace them. Levesque and McDougall (2009) characterize a problem-solving process, where the service

provider tries to provide the customer with a gain that is equal to the loss caused by the service failure.

Customers with a bad service recovery have the impression that their interaction with the service provider was waste of time and the company's procedures are not appropriate for a service recovery (Liao, 2007). An inappropriate problem-solving attempt may lead to an increased level of customer dissatisfaction (Bitner et al., 1990)

When interacting with a consumer, courtesy is defined as the behaviour of the service provider (Liao, 2007). That is critical for customer satisfaction, and courtesy has a favourable relationship with customer satisfaction in terms of service recovery (Davidow, 2000).

When an explanation is provided the company is aware of a service failure (Yavas et al., 2004). Further, the company is accepting to be responsible for the issue (Davidow, 2000) and intend to solve the whole situation again (Andreassen, 2000). Explanations are a critical component of a service recovery approach that aims to boost customer satisfaction and repurchase intent (Yavas et al., 2004).

The time it takes a service provider to reply to a customer complaint is defined as promptness (Liao, 2007). A quick response is critical for a successful service recovery (Zeithaml et al., 2018). A positive relationship between the speed of response and customer satisfaction is noted by Smith et al. (1999). According to Blodgett et al. (1997) the promptness of handling a complaint is a key factor of the customer-perceived procedural justice, describing the fairness of a company's procedure to solve a service failure. The longer it takes a corporation to recover from a service breakdown, the poorer a customer's perception of procedural justice is (Smith et al., 1999).

A company's compensation package for any inconvenience in a service situation may have different forms, such as discounts, refunds or free merchandise products (Smith et al., 1999). According to Mattila and Patterson (2004), there is also a cross-cultural phenomenon, because a compensation influence consumer satisfaction more likely for American than for East Asian consumers. Compensation is an important part of a service recovery in order to improve satisfaction (Boshoff, 1997) and increase repurchase intentions (Yavas et al., 2004).

Facilitation is regarded as the tool a company has in place to support customer complaints such as policies and procedures (Davidow, 2000). By providing a touchpoint for dissatisfied customers where their complaints can be lodged (Johnston and Mehra, 2002), facilitation makes raising a complaint much easier (Karatepe, 2006).

Mohr and Bitner (1995, p. 240) describe effort as “the amount of energy put into a behaviour or series of behaviour”. For example, a guest, who made a reservation, come to the hotel but the room is not ready will be satisfied if the company takes time to solve the issue and ensure that the room will be ready without any delay (Mattila and Patterson, 2004).

A company’s systematic procedure to check if it has resolved the service failure is called follow-up (Johnston & Mehra, 2002). The company, for instance, can inform the dissatisfied customer that the problem is addressed. However, there is no scientific evidence that a follow-up has a positive effect in the context of service recovery (Bell and Zemke, 1987).

It is essential to know which of the actions mentioned above need to be used, to have an efficient service recovery. Keeping the service recovery paradox in mind, having such a service failure it is a chance for increasing customer loyalty and satisfaction.

1.3.1 Service recovery strategies

Drucker (1974) highlighted the importance of customers decade ago and stated that companies are supposed to focus on overall customer satisfaction and provide added value to them instead of paying attention to the production only. The importance of WOM and customer loyalty in an online environment has been acknowledged in the literature (Chung and Darke, 2006).

Bolton and Ockenfels (2000) stated that fairness plays an important role in decision making process. According to Forbes et al. (2005) the negative impact on customer loyalty and WOM is stronger in an online context than in an offline one, due to lower switching costs. A service failure is unavoidable but the question is how the service provider reacts (Hart, et al., 1990).

According to Ringberg et al. (2007) a one-size-fit-all solution is not available but it depends on different cultural models. The same service recovery action may lead to different consumer responses. The reason for that are the cultural predispositions of consumers. Three cultural models for differentiated consumer responses have been categorised: relational, oppositional and utilitarian.

Relational consumers prefer to keep their relationship with the company going, and they are more inclined than other cultural kinds to give service providers a second chance following a service failure (Ringberg et al., 2007). Relational consumers tend to

spread positive WOM (Zeithaml et al., 1996) and see themselves as loyal and want to protect the service provider (Payne and Frow, 2005).

Oppositional consumers show a confrontational and aggressive behaviour when experiencing a service failure (Ringberg et al., 2007). These customers are less understanding and unwilling to form a bond with the service provider (Holt, 2002). According to Kumar et al. (1998) service providers want to take advantage in the mind of the oppositional consumer.

Customers that are utilitarian want to reap the benefits of the value they create in a relationship with a service provider (Ringberg et al., 2007). A successful service recovery leads to satisfaction through cognitive evaluation (Oliver and Burke, 1999). Further, a utilitarian mindset is based on utility (Bolton, 1998) and rationality (Holbrook and Olney, 1995).

An online service failure has an impact on the repurchase intention of consumers (Fang et al., 2011) but studies indicate that satisfied online shoppers tend to continue buying online (Atchariyachanvanich et al., 2007; Chea and Luo, 2008; Khalifa and Liu, 2002). According to Cho et al. (nd) and Holloway and Beatty (2003), privacy, security, punctuality are more critical to e-service quality than to brick-and-mortar stores. Chang and Chin (2011) found out that perceived behavioural control is a key driver of complaint intentions on the internet, whereas social norms are more important online.

Consumers who want to express frustration use the internet but consumers who complain to receive a reward tend to do that offline (Mattila & Wirtz, 2004). There are dedicated websites and forums where consumer may share their bad service experiences (Chebat & Slusarczyk, 2005). Dissatisfied online consumers tend to complain more than offline users and online retailer often fail to handle service failures (Holloway & Beatty, 2003). Strauss and Hill (2001) noted that a written reply to a complaint strengthen the positive effect on the repurchase intention and satisfaction.

Especially in a high purchase frequency context the relationship between repurchase intension and satisfaction are very strong (Chang et al., 2012). Online retailers must check complaint forums on a regularly basis and respond as soon as possible or provide the users with a feedback tool to keep complaining consumer on the website rather than complaining externally (Goetzinger et al., 2006).

According to Van Vaerenbergh et al. (2013) the presence of other customers is not included in service recovery efforts in some studies. Customers may change their behaviour and their interactions after observing the service recovery of other consumers.

The online sector provides platforms, such as blogs and forums and opportunities customer customers to observe the behaviour of other customers (Libai et al., 2010). Recent studies show a correlation between customer satisfaction and positive C2C interaction (Huang & Hsu, 2009). Customer dissatisfaction correlates with negative C2C interaction (Wu, 2007).

According to Gelbrich (2010), helplessness plays an important part when customers considering complaining. The appraisal theory suggests to use different strategies to reduce negative emotions (Lazarus, 1994). Angry customers are more likely to spread negative WOM and complain directly to the company (Grégoire & Fisher, 2008), whereas frustrated customers are looking for help and are more likely to spread negative WOM to other consumers (Stephens & Gwinner, 1998).

1.3.2 Social media and service failure

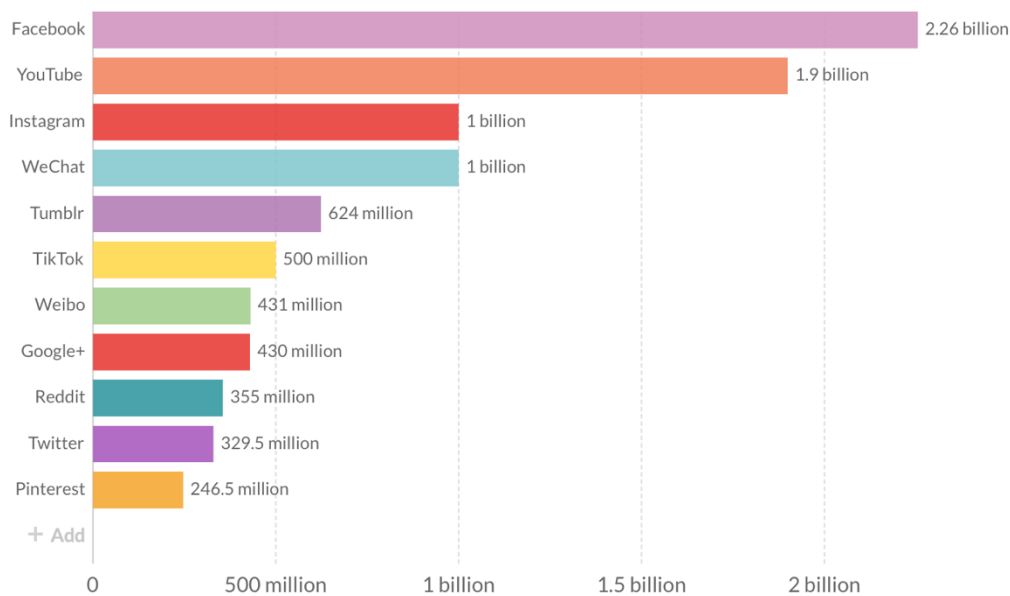
According to Mergel and Bretschneider (2016), social media is an internet-based platform that allows users to communicate and share material such as text, video, and audio. This new technology alters people's communication behaviours with one another, as well as in the workplace (Hanna et al., 2011).

The ability for consumers to interact (react and complain) at anytime from anywhere in the world without the involvement of any third parties or agencies is a problem for businesses (Cormode & Krishnamurthy, 2008).

Facebook remains the most popular platform, followed by YouTube, Instagram, and WeChat. These four social media companies have more than one billion users each. Consumers have more effect on business than in the past putting a certain level of pressure on business on the way they interact with consumers. Over 81% of consumers use online reviews to inform their selves so the buying decision process changed significantly (Leggatt, 2009).

These are the actual numbers of social media users by platform:

Figure 5: Number of people using social media platforms 2018



Source: Statista and TNW (2019)

Companies utilize social media and other web technologies to communicate with customers, offer products and services, and measure client reactions to see if there is a degree of happiness or displeasure, according to Kassim and Ismail (2009).

According to Kotler et al., as compared to traditional technologies, social media allows service providers to respond more quickly and at a lower cost (2019). Social media is an important part of any marketing strategy, and it's important to understand how it influences the retail business (Ganesan, 2012). Customers in the new millennium rely on social media platforms as their primary source of information. This segment, on the other hand, trusts friends, social groups, and reviews more than commercials, adverts, and promotions (Woodcock et al., 2011).

The behaviour changed dramatically. In their hunt for product and service information, consumers rely on eWOM such as review sites and online postings rather than offline sources (Gruen et al., 2006). The social media interaction takes many formats including, photos, jokes, reviews and remarks.

This personal opinions and experiences build a shared perception of products and services. Social media is an important platform for spreading negative eWOM actions. Negative information may be distributed by millions of people within a couple of hours (Pfeffer et al., 2013).

Mangold and Smith (2012) underline the power of customers. Within a couple of seconds, they are able to influence the buying decision of thousands of people. Action plans and methods need to be prepared to respond to the growing number of online complaints on social media. While people still utilize phones, mail, and face-to-face contact to complain, social media provides a new venue for people to anonymously communicate their opinions and sentiments (Tripp & Grégoire, 2011).

Sharma et al. (2010) found out that most unsatisfied customer do not complain because the expected benefits they might get from a service recovery are much lower than the effort and cost they need to put in the complaint. The situation has changed with social media and online due to the possibility to make virtually complaints with no costs and minimum effort. The risk is more on the company's when they do not respond quickly (Grégoire et al., 2015). According to Sviri and Olsen (2012), when a company experiences a service failure, unpleasant feelings and consumer complaints rise.

Customers utilize social media platforms to protest and express their unhappiness for six primary reasons (Grégoire et al., 2015):

1. Directness
2. Boasting
3. Speak negatively about the company
4. Make others aware of negative experiences with a respective company
5. Take revenge on a company
6. Fuel negativity about the company

The time it takes to handle the requirement for a service recovery determines the effectiveness of a company's online service recovery (Pang et al., 2014). When problems arise, businesses should create a procedure for implementing service recovery measures. Pre-recovery time can be decreased by reacting to a complaint as soon as possible (Chaffey & Ellis-Chadwick, 2012).

The case of United Airlines and Breaks Guitars (Tripp & Grégoire, 2011) is an example of how a single client can devastate a company's reputation by using social media platforms. A video depicting United Airlines in a dire situation went viral, garnering more than 15 million views. A local occurrence became a worldwide sensation (Gruber et al., 2015).

Not only negative reactions have a deep impact, also positive ones may have enormous consequences. Companies must invest time, staff, and financial resources to

properly participate with social media (Berthon, 2007). According to Khare et al. (2011) negative eWOM may influence customer choices very easily.

Jansen et al. (2009) noted a negative impact on the brand image. Verhagen et al. (2013) argued that consumers share their negatives experiences for three reasons:

1. lessen the frustration and worry that comes with the occurrence.
2. to forewarn and protect others from going through the same ordeal.
3. to assist businesses in improving their procedures

eWOM is considered to be more negative than positive (Anderson & Salisbury, 2003). Research has shown that positive eWOM communication to friends, family and peers is favourable for buying decisions. It is so powerful that is even more effective than tradition marketing tools.

As interconnectivity among customers is so successful, it is also a mitigating element when companies' influence over their methods of publicizing their goods or services and educating consumers is harmed (Gruen, et al., 2006). Consumers never had greater access to information and media platforms (Vollmer & Precourt, 2008).

Companies need to implement social media in their integrated marketing communication (IMC) (Li, 2010). In comparison to traditional media, consumer have more efficient methods to screen the market and gather impressions and opinions from others (Singh, et al., 2008). Especially for service companies it becomes vital to incorporate social media in the overall strategy to build successful relationships because customer communicate also on Instagram, Twitter and Facebook (Harland, 2015).

1.3.3 Service recovery paradox

Many companies offer and deliver exceptional services, but many fail (Ford et al., 2001), and service failures negatively affect consumer satisfaction (Bitner et al., 1990). Occasional failures are unavoidable (Grönroos, 1998). A good service recovery can result in higher customer satisfaction than if the service is not recovered well (Tax & Brown, 1998).

In areas such as finance, transportation, and hospitality, the service recovery paradox (SRP) has been observed (Hart et al., 1990; Maxham & Netemeyer, 2002; McCollough et al., 2000). According to Magnini et al. (2007), three theories provide an explanation for the SRP from a theoretical perspective: the expectancy disconfirmation paradigm, script theory and the commitment–trust theory.

The customer satisfaction is the outcome of a customers' evaluation of the provided service compared to their expectations according to the expectancy disconfirmation paradigm (Oliver, 1980). Customers are aware of service failures and have expectations of the potential recovery (Kelley & Davis, 1994). Service providers are able to trigger a SRP by a service recovery that goes beyond the customers' expectations (Magnini et al., 2007).

According to the script hypothesis, service providers and customers share mental representations of the service process they encounter on a regular basis (Smith & Houston, 1985). Deviations from the script improve consumer sensitivity, and total happiness with the service recovery includes satisfaction with the recovery itself (Magnini et al., 2007).

Morgan and Hunt (1994) coined the phrase commitment-trust theory of relationship marketing. Outstanding service recovery strengthens the trust of consumers in the service providers (Tax et al., 1998).

Failing service providers need to re-establish the perception of fairness for the customers to restore the service experience (Liu et al., 2000). Smith et al. (1999) claim that the success of service recovery attempts is determined by four factors. Compensation, reaction speed, apology, and initiation are all factors that influence the customer's perception of justice as well as their degree of satisfaction.

Spreng et al. (1995) stated that the handling of the complaint from the service provider is the main driver for customer satisfaction. Venkatesan and Kumar (2004) noted that customer satisfaction is a very important variable to increase customer lifetime value that drives the financial performance of service providers. SRP appears more likely if the customer had no bad experience with the company before.

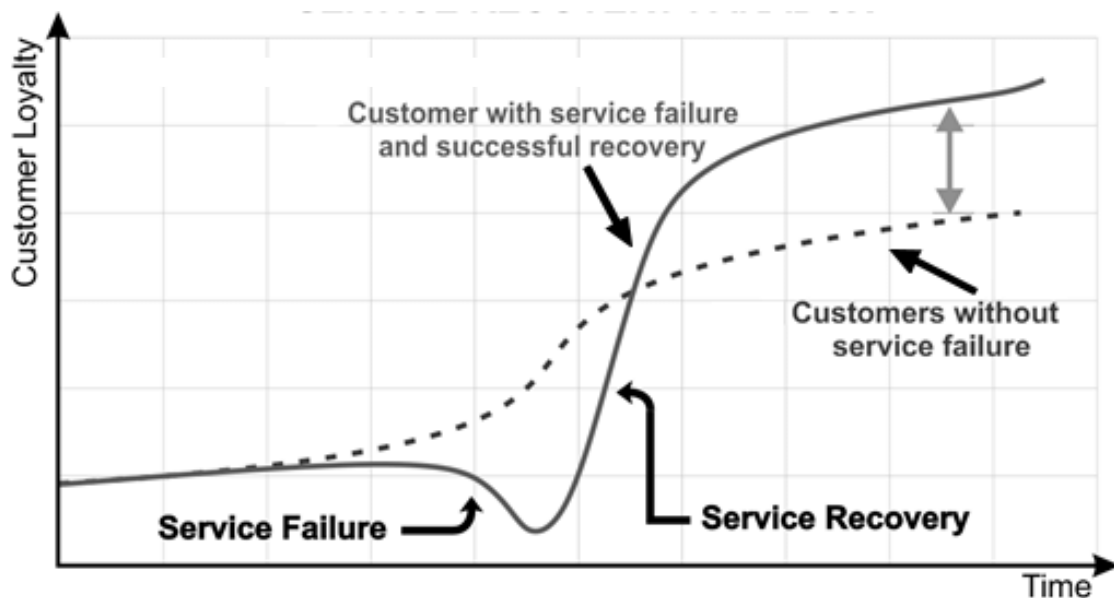
Further, the failure has to be temporary and the service provider has no, or limited control over its cause (Magnini et al., 2007). After a minor service failure, are more likely to show the SRP (McCollough, 2009).

Highly satisfied customer with no bad experience in the past, are no safety net for consequences of a bad service recovery (Homburg & Fürst, 2005). Single negative experiences are mostly neglected but repeating service failures make it more likely that consumers switch service providers (Spreng et al., 1995).

Customer satisfaction with service recovery is critical for customer retention (Colgate & Norris, 2001). Service failure may not damage the faith in service providers. Positively managed service recovery may strengthen the personal relationship and give

the service provider the chance to prove its capabilities. Further, information and compensation are key in that process and may lead to an increased confidence in the service provider (Edvardsson, 1988).

Figure 6: The service recovery paradox



Source: adapted from Schindlholzer, 2008

1.4 Outcome from a successful service recovery strategy

An effective service recovery may turn a bad service experience into a good one and increase repurchase and positive WOM intentions (Sweeney et al., 2008). Behavioural intention is described as a signal if a customer may change or stay with the company (Zeithaml et al., 1996). According to Lin (2009), individual behaviour is a key success driver that affects the service recovery.

1.4.1 Loyalty and service failure

The profitability of a company and its survival was explained in the service marketing literature in terms of loyalty (Sá & Cunha, 2019). Palmatier et al. (2006) defined loyalty as the outcome of a fusion of intents, attitudes, and the service provider's performance.

Liang and Wang (2005) investigate loyalty by overserving repurchase intentions, recommendations and intersection purchase intentions, whereas Hennig-Thurau et al., (2002) include WOM as a new variable in their research.

Sirdeshmukh et al. (2002, p. 20) define loyalty as “an intention to perform a diverse set of behaviours that signal a motivation to maintain a relationship with the focal firm, including allocating a higher share of the category wallet to the specific service provider, engaging in word of mouth, and repeat purchasing”. Service failure mediates the relationship between customer loyalty and service failure on its own (Choi & Choi, 2014).

Reichheld (1996) noted that consumers must have an attitudinal commitment to a brand or company for loyalty. According to Dick and Basu (1994) loyalty may be measure by recommendations or asking the consumers how much they like and prefer the brand or if they want to recommend it to families and friends and other consumers. This model is supported in the fields of brand equity research and advertising (Keller & Swaminathan, 2020). Loyal consumers are less impressible for negative information about their preferred brand or company in contrast to non-loyal consumers (Ahluwalia et al., 1999).

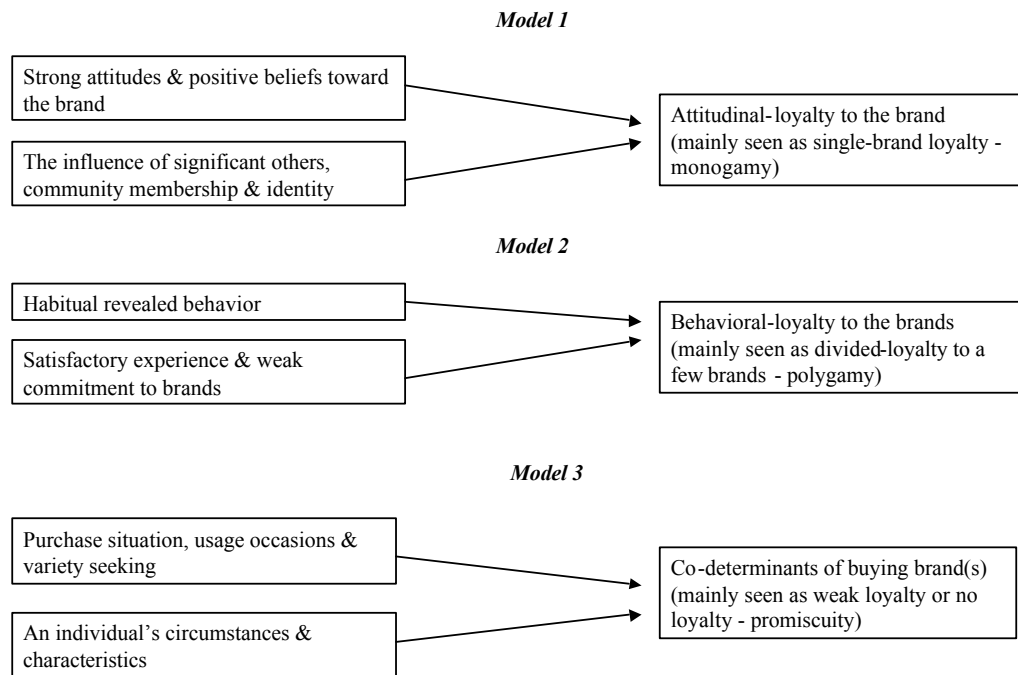
These conceptualizations of loyalty are criticised (Dowling, 2002) because they are not suitable for frequently bought brands or impulse products (Dabholkar, 1999). According to Oliver (1999) there is also less empirical research for this perspective of consumer loyalty.

A strong connection to a brand might be a weak indicator if a brand will be purchased the next time because many factors determine what brands are favourable (Blackwell et al. 1999), such as individual circumstances including budget effects, individual characteristics and the purchase situation.

According to Oliver (1999) the attributes of the purchase situation and the individual circumstances are regarded as disturbing variables that include the natural evolution and customer loyalty. Service recovery is linked with customer loyalty (Tax & Brown, 1998). According to Namkung et al. (2011) customer loyalty may be predicted by the service recovers satisfaction due to the reason that these factors are relevant for customer retention.

Customers who are loyal are more likely to provide favourable recommendations about the company or product, whereas customers who are dissatisfied with the company or product are more likely to provide bad WOM (Matos & Rossi, 2008).

Figure 7: Customer Loyalty



Source: Uncles et al., 2003

1.4.2 Word of Mouth and service failure

The informal exchange of information in a conversation and between persons who are not involved is referred to as word-of-mouth (WOM) (Harrison-Walker, 2011). Consumer dissatisfaction is often the result of bad service recoveries as well as bad experiences with products and services. WOM is considered as a key factor of a positive service recovery (Maxham, 2001).

WOM is very important because customers with a positive experience recommend the product or service more likely to other customers (Matos & Rossi, 2008) but consumers who had the impression to be treated unfairly are willing to spread negative WOM and provide others with the information not using any products and services (Tyson & Schell, 2018). WOM suffers as a result of post-recovery satisfaction (Choi & Choi, 2014).

There is a difference between WOM and word-of-mouth marketing (WOMM), because WOM is a natural occurring phenomenon while WOMM involves a professional consumer to consumer (C2C) communication (O'Reilly & Marx, 2011).

According to Harrison-Walker (2001) WOM is regarded as a communication between non-commercial communication and a receiver regarding a brand or product. Derbaix and Vanhamme (2003) acknowledged WOM as the most powerful

communication between consumers. WOM is regarded as a process of personal influence on other individuals that may lead to a change of their behaviour (Sweeney et al., 2008).

O'Reilly & Marx (2011, p. 332) also define electronic word-of-mouth (eWOM), adopted by Hennig-Thurau (et al., 2004, p. 39), as “any positive or negative statement made by potential, actual or former customers about a product or organisation, which is made available to a multitude of people and institutions via the Internet”.

According to Mazzarol et al. (2007), the subject of whether WOM is more of a positive or negative debate about a product or an active suggestion is still unresolved. The behaviour of the consumer depends on the environment where he lives and works (Rakić & Rakić, 2015).

Comments, forums, and likes are examples of online communication that can help these channels be more effective (Peter et al., 2014). Different factors motivate customers to express WOM, such as satisfaction with a product, to help other customers but also because they are considering getting rewards (Ho & Dempsey, 2010).

According to Ho and Dempsey (2010) there four key motivations for online consumer to forward content:

1. be part of a group
2. be individualistic
3. be altruistic
4. for personal growth

eWOM differs from WOM, according to Bruyn and Lilien (2008), because there is no face-to-face communication and others are not always willing to listen to the blaming customer. Due to the technology, digital WOMM can spread faster and more widely and cheaper compared to tradition tools (Yang et al., 2018). There are two major advantages eWOM has, the high speed of information sharing and it is much easier to follow (Kaplan & Haenlein, 2011). Further it is much cheaper than traditional WOM (Li & Zhan 2011).

According to O'Reilly & Marx (2011) there is a difference between eWOM and WOM because online communication is considered as more powerful due to viral nature. Huang et al. (2011) and Hoffman and Novak (1996) describe the differences between eWOM and WOM as follows: number of participants, communication medium, form, synchronicity, type of interaction, format, relationship between sender and receiver, ease of transmission, ripple effect, focus and critical role.

In an online environment there can be either two participants or one to many, where in a traditional context there is a one to one communication (Huang et al., 2011).

The communication mediums for eWOM are: eMail, forums, blogs, review pages and for offline WOM, talk, phone and meeting. The digitalisation process has a huge impact on the acceptance of new digital media and consumers can easily spread the information to others. However, eWOM is the most influential way of communication dissatisfaction to other consumers (Rakić & Rakić, 2014).

WOM is either in written and oral form, while eWOM is mostly written communication. Online communication is much easier to copy and edit. WOM may be an important part of an advertising strategy, but it is very difficult to manage the offline communication of consumers (Godes & Mayzlin, 2004).

According to Hoffman and Novak (1996) WOM requires temporal synchronicity because senders and receiver communicate in real time. Online forums may provide a better chance for marketer to manage WOM as well as a better platform for social interaction (Huang et al., 2011). Steffes and Burgee (2009) describe eWOM as an asynchronous process because the sender and receiver process the information in separate time and space.

The type of interaction differs. WOM is a direct face-to-face interaction whereas eWOM is regarded as a virtual indirect interaction. In a traditional environment the sender is known by the receiver so the credibility is very high (Steffes & Burgee, 2009). According to Coulter and Roggeveen (2012) the influence of online changed the environment for communication from a face-to-face setting to a transparent social network.

The communication is not regarded as an exclusive face-to-face setting anymore but it happens on online networks (Ho & Dempsey, 2010). This change forced companies to react and they started using social networks (e.g. Facebook, Instagram, Twitter, LinkedIn) in order to generate purchase intention and awareness (Coulter & Roggeveen, 2012).

Greimas (1971) characterise WOM as a linear communication where each participant is regarded as a single entity the sequence is chronological. Compared to that, eWOM is more a non-linear communication due to its interactive attitudes and the audience is treated as co-creators (Hoffman & Novak, 1996).

In a traditional WOM communication the relationship between a sender and receiver is characterised by social ties so the total number of receivers might be limited,

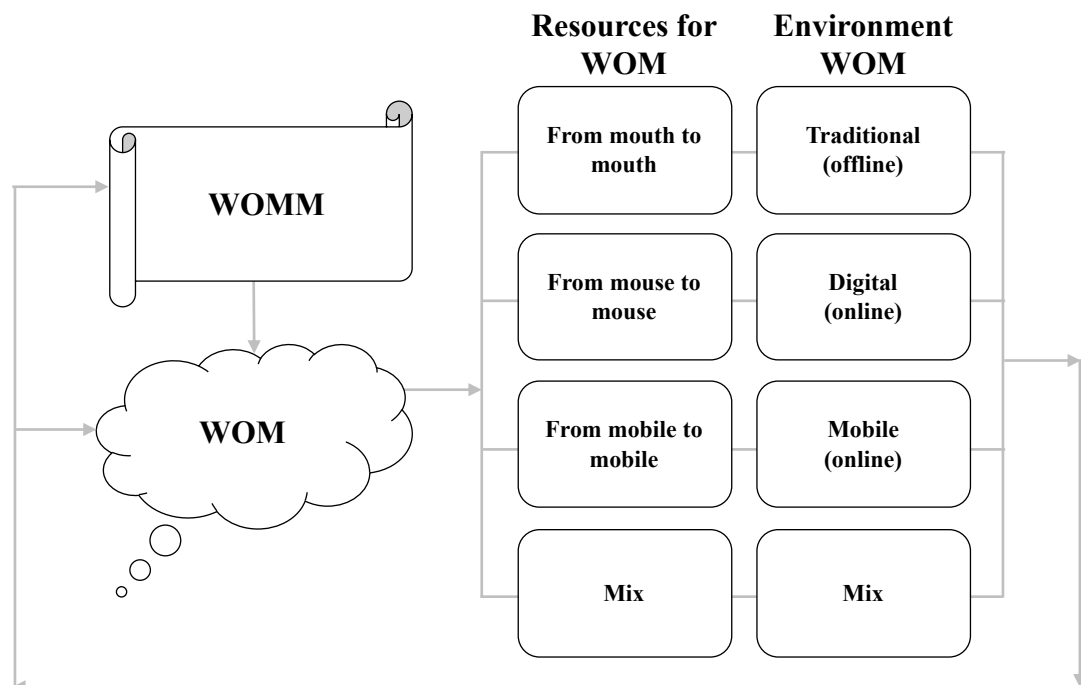
whereas as eWOM can be anonymous but the receiver pool is much bigger (Huang et al., 2011). In terms of the ease of transmission, eWOM has an advantage compared to WOM because it is very easy to forward (Huang et al., 2011).

Social connection is what causes the ripple effect. The scope of social engagement is enlarged in an online environment such as forums, which increases the ripple effect. These online platforms may give a better area for social interaction as well as a larger change for organizations to control eWOM (Huang et al., 2011). Dellarocas (2003) describe WOM as a process of information sharing where the internet is regarded as a one-to-world platform and traditional WOM more a one-to-one platform where a small group of two or more participants interact.

The eWOM communication focus on persuasive and diffuse communication whereas traditional WOM focus in persuasive communication only (Huang et al., 2011).

The relationship between WOMM and WOM as well as the resources and environment are shown in figure 8. This model describes four ways of spreading recommendations: Mouth, Mouse, Mobile phone and Mix of the three.

Figure 8: From WOMM to WOM adopted



Source: adapted from Rakić & Rakić, 2015

Consumers may act in an online or offline environment (Rakić & Rakić, 2015). The critical role differs between online and offline communication. Opinion leader are

supposed to obtain the critical role in an offline WOM combination but looking at eWOM the critical role has the senders and resenders (Huang et al., 2011).

1.4.3 Repurchase intention and service failure

The intention of a client to buy items or services from a specific firm again is referred to as repurchase intention (Gelbrich & Roschk, 2010). Unsatisfied customers have a poor perception of the firm or its products and are more likely to shop elsewhere (Pan & Zinkhan, 2006), whereas satisfied customers are more likely to return (Pan & Zinkhan, 2006). (To et al., 2007). Customers who have had a good service recovery experience are more likely to spread positive word of mouth (Choi & Choi, 2014).

Increased customer satisfaction following a service recovery, according to Kuo and WU (2012), is a strong indication of repurchase intent in an online setting. Chang et al. (2012) claimed a relationship between repurchase intention and service recovery among online services. However, customer may still be dissatisfied but continue to buy from the respective company (Komunda & Osarenkhoe, 2012).

Online repurchase intention describes a situation when a consumer buy products from the same company in the future again (Fornell, 1992). Customers who are satisfied are more likely to return to the same store than those who are unsatisfied, according to Lin and Lekhawipat (2014).

Perceived value has an influence on the repurchase intention (Chang & Wildt, 1994). According to Sirdeshmukh et al., (2002) perceived value is a key driver for purchase intention of the consumers in the retailing industry. Trust has a beneficial impact on repurchase intention, according to Ozturk et al. (2016).

Another essential component in internet commerce and one of the driving forces behind online purchases is perceived trust (Toufaily et al., 2013). A high level of trust has a beneficial impact on the likelihood of making another purchase online (Shin et al., 2013). Chiu et al. (2009) describe privacy to what extent a website is regarded as safe and protects the consumer. According to Flaviana and Guinali (2006) consumer distrust in website where personal data is collected and processed. Consumer will stop shopping online when they are unsafe and unprotected from hackers (Collier & Bienstock, 2006). The Perception of privacy and a positive effect on trust in their online retailer (Chiu et al., 2009).

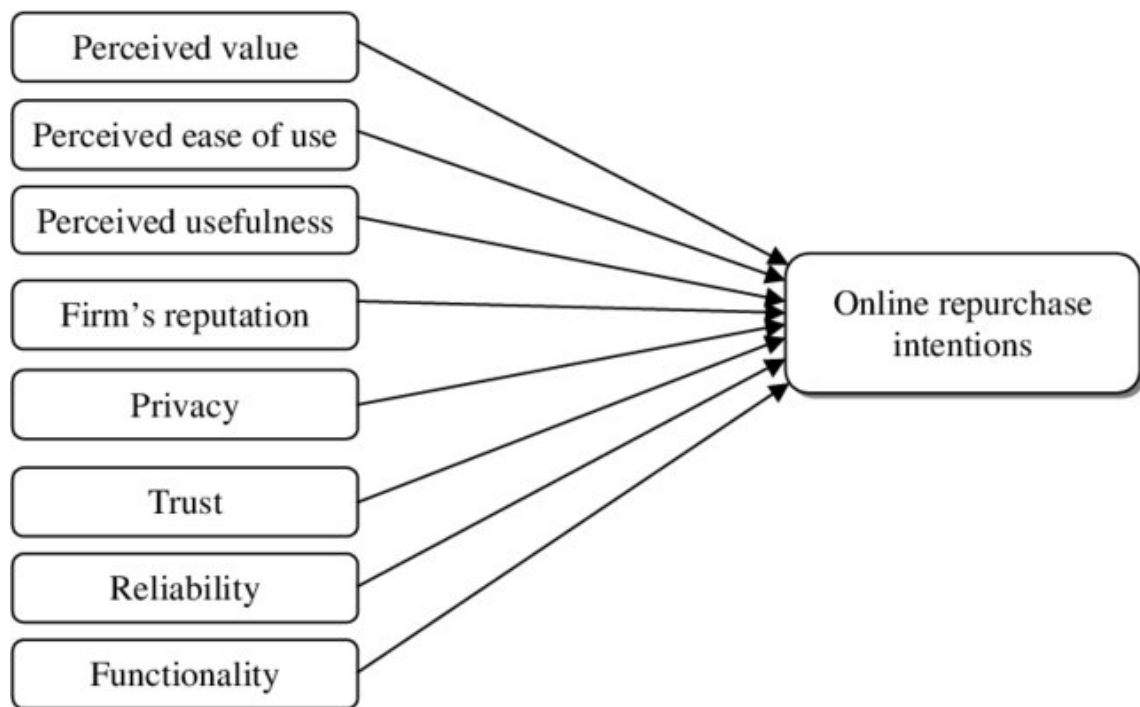
In a long-term relationship, trust is defined as a set of characteristics relating to another party's goodness, competency, and integrity (Chiu et al., 2009). Uncertainty may

lead to service failure and negative outcome so trust is vital for a long-term partnership (Eisingerich and Bell, 2007).

Online reliability is defined to the extent a website consistently responds and works as expected (Goode & Harris, 2007). Service reliability led to increased customer satisfaction and is regarded as a major e-service quality (Kim et al., 2009). It is of pivotal importance to get new consumers and remain currents one to provide the feeling of perceived reliability because unreliable online performance may lead to frustration and shoppers will leave the website (Goode & Harris, 2007).

According to Law and Bai (2008) functionality is about the sufficient information level of products or service being promoted. A website is probably the only communication platform between the retailer and the online shopper to communicate and the quality serves as the store atmosphere and show trust. (Chang & Chen, 2008).

Figure 9: Online Repurchase intention



Source: Lee et al., 2011

1.5 The COVID-19 crisis and the influence on eCommerce

Individuals in the OECD countries have drastically reduced physical interactions as a result of the COVID-19 crisis. Self-imposed social isolation, along with rigorous containment measures implemented in many OECD nations to prevent spread, has put a

substantial portion of traditional brick-and-mortar retail on pause, at least temporarily. As a result, the increase eCommerce across nations is significant and brick-and-mortar retailers struggle with that development. (COVID-19 and the retail sector: Impact and policy responses, 2020).

Because switching to online sales requires investment, many of the enterprises who grew their eCommerce presence during the COVID-19 crisis now have the opportunity to capitalize on their newly acquired infrastructure or capabilities in the long run. This is especially true for larger businesses who have invested in their own sales and delivery infrastructure.

Rural-urban divisions, income inequality, unequal access to education, and an aging population, among other social and economic patterns, are linked to constraints limiting certain classes of individuals' participation in eCommerce. Low accessibility, a lack of digital skills, low levels of confidence (including security and privacy issues), or a lack of access to online payment systems are all challenges that should be addressed by policy action.

Specific networking campaigns, confidence-building programs, adult training, or public-private partnerships directed at low-income and rural households are all important steps in this direction (Unpacking eCommerce: Business Models, Trends and Policies, 2019).

Targeted interventions, particularly for vulnerable groups, may be useful in the context of grocery shopping, a necessary activity with a high possibility of contact. Many older persons with access to digital technology were unable to use these food purchasing services due to difficulties in obtaining a multi-week delivery slot or waiting period during the initial wave of the COVID-19 crisis.

Furthermore, during the recession, even conventional customers often become financially and mentally more insecure. As a result, authorities may need to foster trust, engage in a dialogue about ethical business practices within internet businesses, alert customers to potential frauds, and prevent pulling down consumer protection and product safety safeguards (Protecting online consumers during the COVID-19 crisis, 2020).

Governments could explore allowing similar freedom in eCommerce, relying on properly regulated and measured experimental regulatory waivers (e.g. regulatory sandboxes) that have been effectively utilized to study emerging technology like drones and digital payment mechanisms.

Governments may also minimize corporate confusion, such as with respect to omni-channel business model regulations, by providing detailed plan on current rules and their consequences for specific business models. Numerous administrations have also taken focused actions to support the digital transformation of brick-and-mortar stores and to address the COVID-19 crisis' economic effects (COVID-19 and the retail sector: Impact and policy responses, 2020). The main guidelines for governments according to the OECD are as follows:

- Close existing digital inequalities between people, for example, through bringing inexpensive and high-quality connectivity to rural and underserved areas, improving financial inclusion, and building trust and the development of skills needed to participate in eCommerce.
- Foster the involvement of the most disadvantaged in eCommerce, such as by implementing community-based distribution services for the elderly and allocated delivery slots. Ensure that disadvantaged clients are protected from unfair business practices and harmful items.
- Facilitate the development of new eCommerce business models while ensuring that regulatory structures remain flexible enough to handle the combination of online and offline business features. Reducing regulatory uncertainty and promoting openness by exchanging details.
- Guarantee that small and medium-sized businesses may engage in eCommerce by, for example, providing legislative, regulatory, or financial incentives for sales diversification, and creating a level playing field for businesses that rely on online platform services.
- Minimize bottlenecks in the enabling environment for eCommerce, such as networking, logistics, and postal services.

Throughout the crisis of recent months, the eCommerce sector has been a stable factor. It has allowed people to get access to goods in countries with even the strictest lockdown steps. Consumers can be expected to start purchasing more from brick-and-mortar stores again in the coming year, thus also raising some of the pressure on the eCommerce market.

With regard to government support initiatives, the largest remaining problem tends to be that support funds, primarily provided in the form of loans (89%), but also by subsidies and tax deferrals, are in fact difficult for businesses to receive. In Czechia and

Austria, enterprises often have trouble securing loans or collecting funds (Impact of the Coronavirus on e-commerce, 2020)

As news of COVID-19 spread and as the World Health Organization officially declared a pandemic, people reacted by stocking up. Medical supplies such as hand sanitizer and masks and household essentials such as toilet paper and bread were purchased from them. Soon, it was impossible to keep up with demand for both brick-and-mortar and online stores, and price gouging for products became rampant.

Humans respond in various ways to crises. One is that a lot of confusion and at times conflicting knowledge has followed the global dissemination of COVID-19. If people hear different advice from various sources, they have a stronger instinct to be over prepared. Secondly, the crowd mentality is there. The decision to stock up is reinforced by seeing other individuals buying up the shelves and then seeing a shortage of required items. Without any money, nobody wants to be left behind.

As how contagious COVID-19 is it becomes even more apparent, some shoppers have raised concerns about the safety of obtaining their online orders. Experts are finding that, depending on the substance, the virus can live on surfaces from three hours to up to three days. That said, from the time they were packaged to the time you got your package, it is unlikely that COVID-19 will live on your purchased goods. And shipping conditions often create a difficult atmosphere for COVID-19, so it is not likely that you will be exposed either via the package itself.

Over the generations, the reaction to COVID-19 has not been uniformly felt, with customers from various age groups reacting differently to the crisis. It is vital to note that this is a continually changing dynamic, and surveys can quickly become outmoded as habits alter in response to changing circumstances. Although individuals are generally concerned about the increasing pandemic, their buying habits are particularly altered by the youngest generations.

According to a survey, 96% of Millennials and Generation Z are concerned about the epidemic and its economic implications. This anxiety prompts people to make more drastic changes than previous generations, such as cutting back on spending, storing up on commodities, and spending less on experiences. While the coronavirus and its economic impacts are still a concern, elder generations are less concerned than younger generations and their buying patterns are less affected. For example, compared to nearly half of Millennials, 24 percent of Boomers and 34% of Gen X stated current events

influenced what they bought (Coronavirus crisis' consumer impact-new data on purchasing decisions and behaviours, 2020).

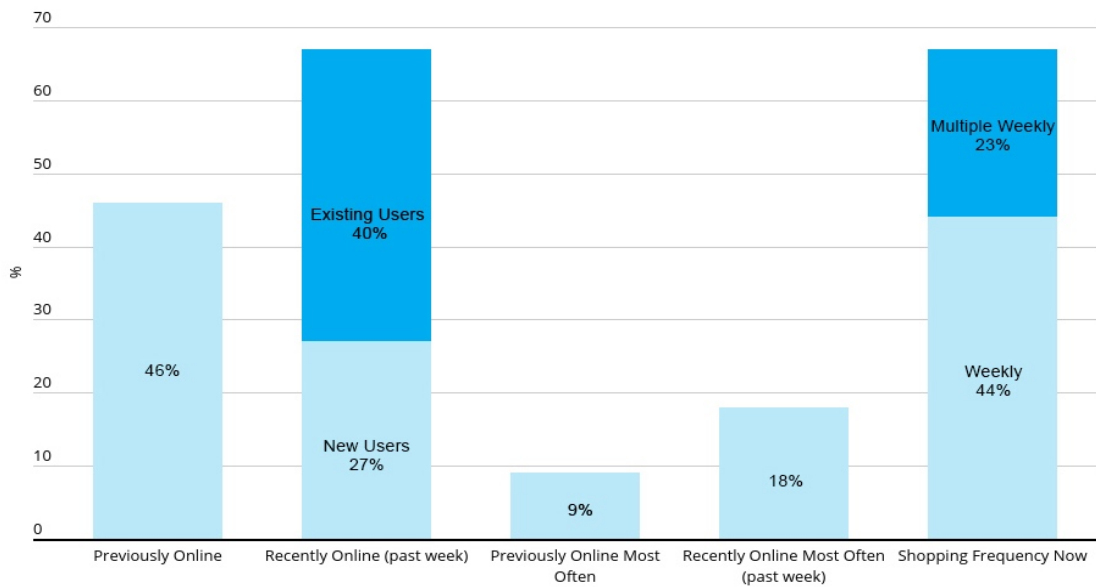
While data shows that shopping behaviours are changing based on generational differences, there are also differences between woman and men. Though survey evidence suggests that women are more concerned about COVID-19's impacts, it also suggests that COVID-19 is more likely to affect men's shopping behaviours. One-third of men reported the pandemic impacting how much they spend on goods, compared to 25 percent of women. In addition, 36% of men mentioned it impacting how much they spend on experiences (travel, restaurants, entertainment, etc.), compared with 28 percent of women. Men, like women, have been found to shop online and skip in-store experiences in greater numbers than women. This means taking advantage of options such buy online, pick-up in store, curb side delivery, and subscription services that restrict in-store interactions (Petro, 2020).

According to the international market research company Nielsen, eCommerce has become the shopping medium of choice for a surplus of new clients after eight months of customer attention on protection and availability in the midst of the COVID-19 pandemic. These consumers would increasingly purchase what they would expect from their local convenience store online: ease of use, variety of items, and expediency.

Particularly in impulse categories, speed will be the biggest convenience challenge for brands and retailers to deliver and meet customer's expectations of online shopping. For example, hungry consumers in a brick-and-mortar environment might simply stop at the local convenience store to fuel up or catch a snack. Mealtimes still exist in the COVID-19 time, but now they're more likely to happen at home, which leaves a void to fill for brands and retailers (Convenience 2.0: An Online Twist to a Retail Stalwart, 2020).

As the internet becomes the vehicle to meet growing customer expectations, especially in the FMCG space, instant gratification becomes an important consideration. The typical customer normally approved delivery timetables for what they were before the pandemic, or they charged extra for quicker delivery. In the throes of lockout, we realized that delays and out-of-pockets were simply a matter of life.

Figure 10: Online Shopping and usage has rapidly increased



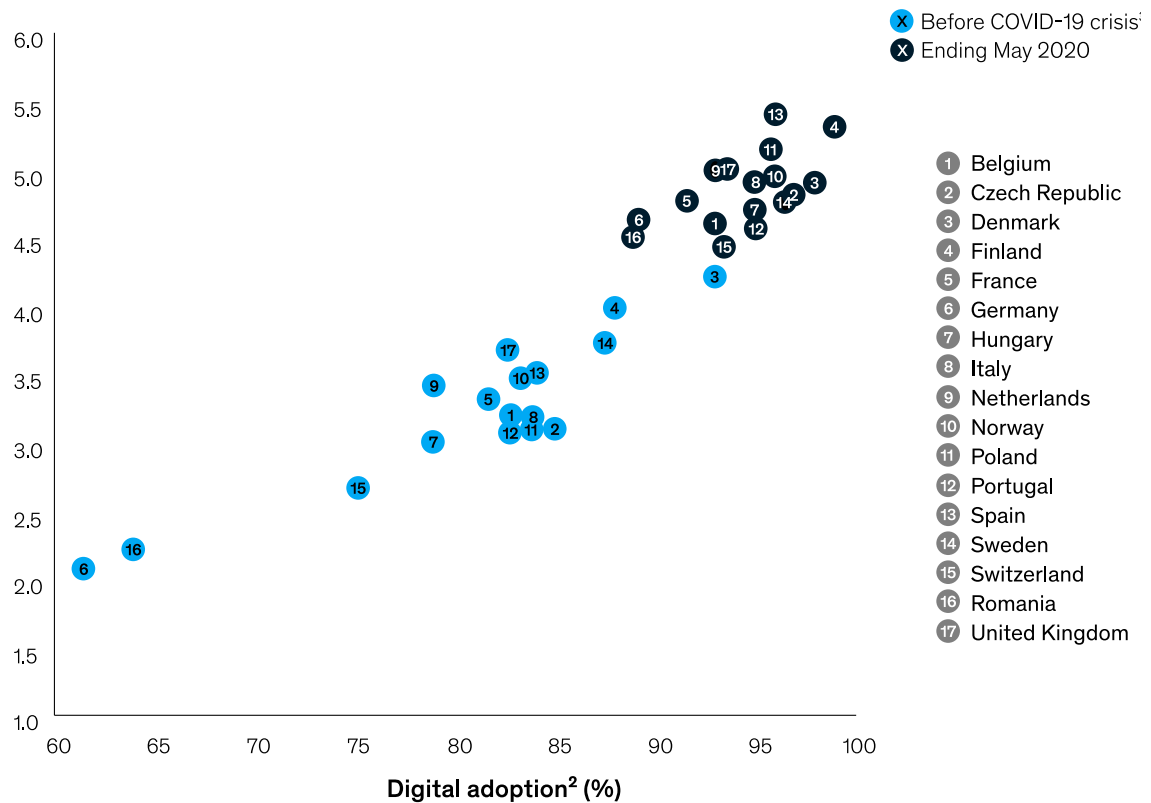
Source: Nielsen Global New Shopper Normal Study, May 2020

Many brands are still exploring how to change to reach the current omnichannel standard. Amazon, for example, recently introduced a solution that allows customers to reserve a room in line equally and equitably in case demand spikes and availability runs low. As several small- and fast-serving restaurants do, a number of coffee retailers now offer contactless delivery. The buying of emotions, however, remains a largely untapped market for brands online (Convenience 2.0: An Online Twist to a Retail Stalwart, 2020).

Further, local restaurant and coffee shops adopted to the situation very quickly and introduced click-and-collect like options as well as home delivery. Even though the sales are considered less than before, the goal is to keep in touch with the consumers and develop new business models.

The extent to which the epidemic has reduced the yawning inequalities in internet engagement that exist between European countries is also noticeable. The term "digital adoption" refers to a situation in which users are able to use digital technologies in the way that they were designed to be used. Figure 11 depicts the average rate of adoption and number of industries contacted online by customers in each country prior to the pandemic and at the end of May. The difference between the countries with the greatest and lowest digital adoption rates shrank from 32 percent to only 10 percent (Fernandez et al., 2020).

Figure 11: Digital gap between countries



Source: McKinsey & Company COVID-19 digital sentiment insights survey

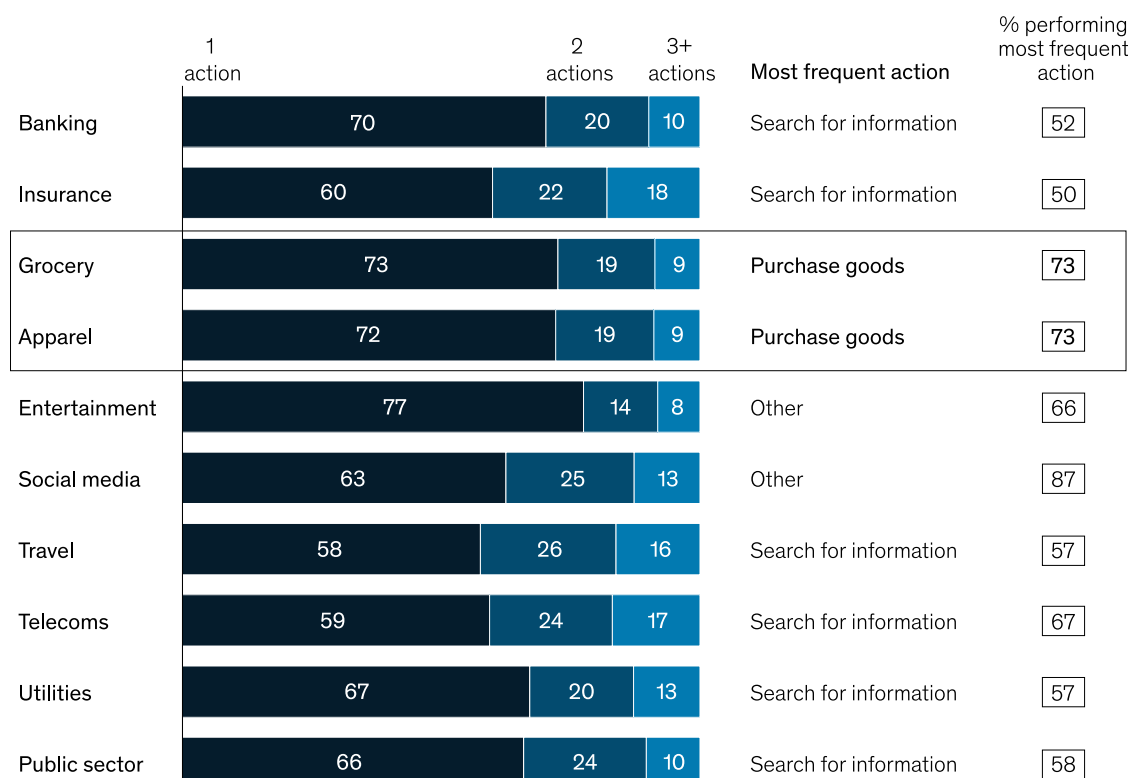
Germany is an interesting market in that perspective. The digital adoption was very low compared to other economical strong countries, such as France or the UK, but the COVID-19 uplift was very high, similar to Romania. On the other hands, the Nordic countries were very well adopted to the digital environment before the crisis so the uplift was smaller. However, digital adoption got a boost during the pandemic and is considered to grow in the future.

On average, just 12% of those surveyed conducted more than two separate acts in any given segment of industry, considering all the additional traffic. They were searching for information, counsel, or a recommendation more than anything else. With the exception of food and clothes, a purchase was never made by respondents. However, 73% made a purchase in those two sectors (Fernandez et al., 2020).

Buying grocery online is common in the UK and Nordic countries but not in CEE. The share of the online business of the leading Austrian food retailers is around 1% of total sales. That is very low and contains also drug items. If there is still a trend of buying grocery in that regions needs to be observed. Levels of satisfaction can help explain the

various levels of engagement. Average satisfaction is moderately good across industries. There are large variations between industries, as seen in figure 12.

Figure 12: Most respondents only look for information online, they do not buy. Grocery and apparel are standout exceptions.



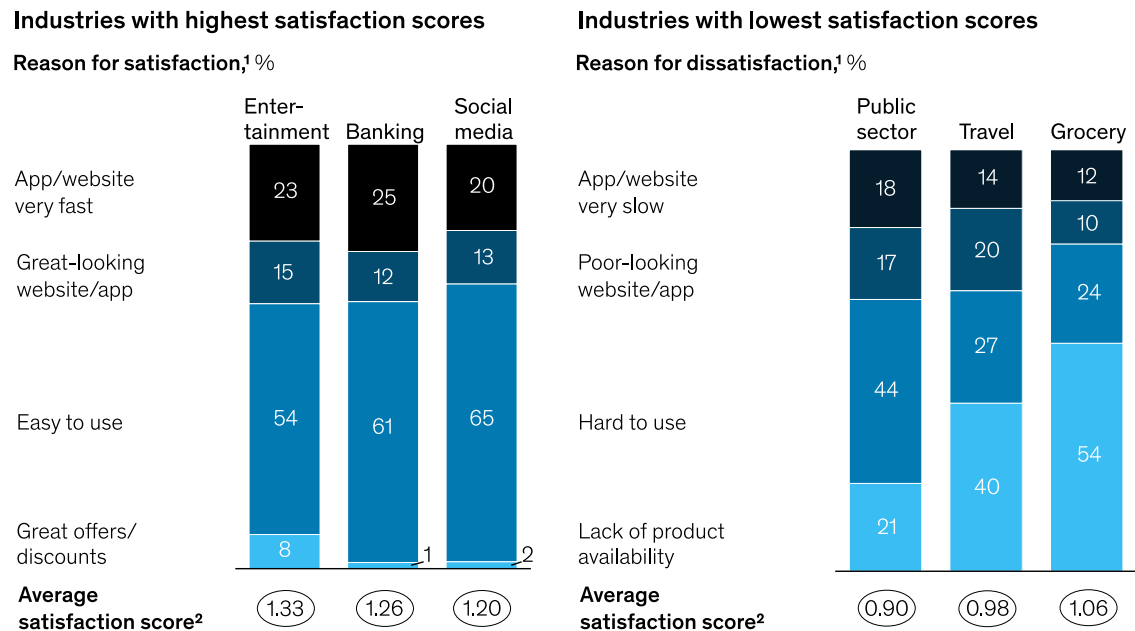
Source: McKinsey & Company COVID-19 digital sentiment insights survey

The highest levels of satisfaction are in entertainment and banking, with the lowest levels in the public sector, eating, and travel. Poor user interface, whether it was a sluggish website or app, one that was difficult to use, or a lack of product availability, were the main causes of low satisfaction. A sluggish or difficult-to-use platform or app was the top issue of nearly 80% of respondents who stated they were dissatisfied with the public sector. The inability to cancel or rebook flights online was a major travel worry. The lack of product availability was the biggest source of concern for 54 percent of those who indicated they were disappointed in the grocery store (Fernandez et al., 2020).

People claiming that they will continue to use an online service does not guarantee that they will utilize the same provider in the future, according to Fernandez et al. (2020). Indeed, the crisis has given rise to strong opinions regarding specific service providers. Twenty-three percent of respondents said they were thinking about switching suppliers. With 28% saying they will accept a switch; the supermarket industry looks fragile. The

most common explanation for considering a move was better deals in all industries surveyed, accompanied by disappointment with the provider's response to the crisis, as shown in figure 13.

Figure 13: Satisfaction rate



Source: McKinsey & Company COVID-19 digital sentiment insights survey

From a service management perspective this is critical. Especially the lack of trust and a dissatisfied response to the crisis are two aspects an organisation must react in advance or at least act as quick as possible. As seen in the literature price is not the only and most important decision factor for shoppers.

The COVID-19 crisis has moved the online customer behaviour and opinion fast-forward button. In order to keep momentum, there are five immediate steps businesses should take into consideration (Fernandez et al., 2020):

- Shift the focus away from digital marketing and toward personalisation - This necessitates learning to give personalization on a large scale, which in turn necessitates elevating their grasp of digital consumers' requirements and aspirations to the same level as that of offline consumers.
- Rethinking services and procedures - For example, most retail and food distribution methods were unable to cope with the rapid increase in online demand, causing customer dissatisfaction. Advanced applications that allow

clients to track their purchases and deliveries in real time, along with more effective IoT-enabled supply chains, could be part of the solution here.

- Do not abandon call centres! - Some firms that struggled to deliver all of their services or commodities online during the epidemic instead established phone hotlines, which they aim to keep (and develop) for the time being. Create a cybersecurity culture: The stakes have been higher. IT-powered protocols can no longer be used to create a cybersecurity policy. It must be at the heart of the company's culture, entwined with product design, and driven by the CEO.
- The pandemic has demonstrated how important it is to be able to respond fast. Flatter firms that follow agile ideals are better prepared to respond to change. These agile-team structures are ideal for encouraging efficient remote work, keeping teams focused on their objectives, and tracking progress.

2 Aim of the thesis

The aims of this thesis are as follows:

- Investigate the effect of service recovery in an online sports nutrition and supplements environment among students in CEE
- Contribute to the development of theoretical models of online service recovery efforts
- Provide managerial implications that could result in service businesses having a better understanding of how customers evaluate services

Sports nutrition products are designed to make it easier to reach one's fitness goals and to replace nutrients depleted during the workout (Wunsch, 2020). Dietary supplements, nutritional ergogenic aids, sports supplements, sports foods and therapeutic nutritional supplements - these are some of the terms used to describe the range of products that collectively form the sports supplement industry (Burke, 2016).

The global sports nutrition market was valued at 50.84 billion USD in 2018, and is expected to increase in value to 81.5 billion USD by 2023 (Wunsch, 2020). The usage of supplements by students was investigated by several authors (Jahan et al, 2021; Hegazy et al, 2020; AlTamimi, J. Z., 2019).

As the COVID 19 issue grows, demand for vitamins and supplements is increasing, fuelled by promises that vitamins can help prevent the disease. The growth of a sedentary lifestyle is one of the primary drivers of food supplement need. In fact, the supplements can aid in the relief of any problems caused by a sedentary lifestyle and poor eating habits. The increased popularity of fitness and bodybuilding among the age group 20 to 40 is driving increased demand for dietary supplements that might help them achieve their objectives or improve their performance (Anzivino & Moliterno, 2020).

2.1 Objectives

The goal of this thesis is to add to service marketing research by developing and understanding how customers evaluate an online sports nutrition and supplements retailer's response to a service failure, as well as how the perception of fairness influences satisfaction. To give a transparent service recovery and build a long-term relationship between the company and the client, a methodical framework must be developed. The following are the precise goals:

- Examine customer feedback on an online retailer of supplements and sports nutrition's response to service failures, as well as the interaction impacts of the various dimensions of justice on customer happiness, WOM, repurchase intentions, and complaining.
- Review theoretical frameworks linked to service failures and recoveries, especially in the context of online sports nutrition retailing.
- Develop a framework to help companies better understand the influence of customer satisfaction on service failure and recovery tactics.
- Evaluate customers' evaluations of online sports retailers' efforts to recover from service problems.
- Examine the influence of initiatives aimed at service recovery on customer views of fairness and, as a result, customer happiness.
- Describe the potential consequences of service recovery attempts for online retailers of sports nutrition and supplements.

2.2 Research Questions & Hypotheses

This study looks at service failures and recovery techniques in the online supplements and sports nutrition market in Central and Eastern Europe. This research does not include physical stores. To explore the topic, the following research questions have been defined.

- | | |
|--|--|
| – How often do customers buy online and why? | – some customers not complain? |
| – How satisfied are the customers in general with the online retailer? | – What happened with the intended purchase of the customer who did/didn't complain? |
| – Which devices are used? | – How successfully do the online sports nutrition retailers manage the individual service recovery strategies? |
| – How often happened a service failure? | – How good act online retailers in relation to the importance? |
| – Who has experienced a service failure? | |
| – What kind of service failure have they experienced? | |
| – How many customers did even complain? Why did | |

- Are the customers satisfied with the actions of the online retailer to recover and overcome the failure in general?
- How big was the own effort and the effort of the company?
- How is the relation to the online retailer after the recovery?
- How do the shoppers react?

A variety of hypotheses are provided in order to be evaluated in order to provide answers on how online shops may improve their service. The goal of this study is to better understand online service failures. Data on sociodemographic characteristics, general information, and all other factors that may influence online service failures and consumer satisfaction are examined. As a result, the following six hypotheses were developed:

H1: Customer feel more dedicated to an online retailer after a service recovery.

H1.1: Customers feel more dedicated to an online retailer after experiencing a reaction of the company.

H1.2: Customers feel more dedicated to an online retailer after experiencing a positive service recovery.

H1.3: Customers feel more dedicated to an online retailer after experiencing a high effort of the company

H2: Customers considering purchasing again at the retailer after a service failure.

H2.1: If the online retailer shows no reaction at all to the complaint, customers would buy less likely again at the same online retailer.

H2.2: Dissatisfied customers will buy less likely again at the same online retailer.

H2.3: Customers will buy less likely again at the same online retailer with no/less effort.

H3: Customers recommend retailers after a service recovery.

H3.1: Online retailer showing no reaction are less recommended than others.

H3.2: Satisfied customers recommend online retailers more than dissatisfied customers.

H3.3: Customers recommend online retailers with high effort more than those with low effort.

H4: Customers spread WOM after experiencing a service failure.

H4.1: Online retailer showing no reaction receive more negative WOM than others.

H4.2: Consumers spread more positive WOM after a successful service recovery than others.

H4.3: Online retailers with a high effort get more positive WOM.

H5: Customers write an online review after experiencing a service failure.

H5.1: Online retailer showing no reaction receive more negative reviews on social media than others.

H5.2: Consumers who are dissatisfied with the service recovery complain more than others on social media afterwards.

H5.3: Online retailers with a high effort get more positive reviews.

H6: Customers complete the purchase after experiencing a service failure.

H6.1: Customers experiencing a positive service recovery completed the purchase or use the same online retailer more often than customers with a bad experience.

H6.2: Customers experiencing a positive service recovery continue the intended purchase more often than customers who do not even complain.

This study aims to gather quantitative data from online shoppers of sports nutrition and supplement merchants about their reactions to the retailers' service recovery attempts, as well as the effects of these efforts on customer satisfaction and perceptions of fairness.

This thesis collects quantitative data using a web-based questionnaire to examine the relationship between customer perception and overall satisfaction following service recovery. The objective is to collect at least valid questionnaires. Participants are selected randomly.

It is supposed to use a survey model that enables the researcher to measure the effects of compensation, apology and speed. Further the overall satisfaction of the customer and the influence of these perceptions may also be assessed.

The analysis of the collected raw data will be done on SPSS using different correlation tools. Its goal is to obtain significant data so that conclusions may be drawn on the effects of service recovery attempts in an online world.

3 Methodology and research methods

The methodology builds the framework of the research. The technique is used to guide the data collection and analysis methods (Denzin & Lincoln, 2000). This chapter describes the philosophy, the approach as well as the methods, sampling and data selection.

3.1 Research Philosophy

Denzin and Lincoln (2000) describe the term “paradigm” as the fundamental metaphysics that’s specify human actions. Collis and Hussey (2014) stated that the conduct of research is formed by a philosophical framework. According to Guba and Lincoln (1994) the selection of the research paradigm is the most important decision because it provides the perspective.

Denzin and Lincoln (2000) noted that a paradigm contains of three core elements: epistemology, ontology and methodology. The assumptions that a paradigm encompasses are describes as objectivist and subjectivist (Burrell & Morgan, 2017).

Blaikie (2010, p.18) defines epistemology as the “theory of knowledge, a theory of science of the methods or grounds of knowledge. It is a theory of how human beings come to have knowledge of the world around them (however this is regarded), of how we know what we know.”

Scholars criticise the limitation of this approach (Crowther & Lancaster, 2008). An epistemological perception is considered as significant (Easterby-Smith et al., 1991) and six key assumptions are identified: empiricism, rationalism, falsification, neo-realism, constructionist, and conventionalism (Blaikie, 2010).

On the other hand, ontology is defined as “a branch of philosophy that is concerned with the nature of what exists.” (Blaikie, 2010, p. 13), whereas Saunders describe it as a “theory concerning the nature of social phenomena as entities that are to be admitted to a knowledge system.” (Saunders et al., 2019, p. 605). Blaikie (2010) named a shallow realist, a conceptual realist, a cautious realist, a depth realist, an idealist, and a subtle realist as six ontological assumptions.

There is a difference between an epistemological approach (empirical approach) and an ontological approach (conceptual approach) for building theories (Crowther & Lancaster, 2008). Furthermore, epistemological theories are founded on the concept of getting knowledge of the world, whereas ontological theories are built on the basis of

hypotheses about the nature of phenomena (Crowther & Lancaster, 2008). Research philosophy is about the nature and the development of knowledge (Saunders et al., 2019). Positivism, realism, critical theory and constructivism are considered as the key research philosophies in the literature.

The term positivism is described as a theory of knowledge. Auguste Comte (1798-1857) developed a knowledge system where observation was important without influences of theology or speculation. Comte characterised three distinct phases, the theological, the metaphysical and the positive phase. The theological phase is influenced by spiritual phenomena with a strong presence of the church in Europe.

When people seek knowledge in the nature instead of having god as the unique source of it, the metaphysical phase is in place. Growing concerns that somebody is born with certain rights is typical for the period. The positive or scientific stage describes a political environment where individual rights are more important the power of one person (Brown & Baker, 2007). According to Klungseth & Olsson (2013) positivism is important for the use of frameworks, as well as for the purpose of anticipating research topics.

The critical theory is linked to the neo-Marxist Frankfurt school and according to Howell (2013), it is supposed to protect individualism. Critical theory is further described as an ideologically-driven investigation (Guba, 1990).

Realism is regarded as the answer to the issues of positivism. For realists the reality goes beyond the researcher's mind and something is real if it is causally efficacious. Sometimes it is difficult to see such variables, but they are present and have an influence on the outcome such as poverty or magnetic fields. The methodological individualism is another key difference between positivism and the critical realism. It describes social changes as the results of individual actions by human beings (Brown & Baker, 2007).

3.2 Market research and the 5 D's

Market research is defined as the systematic collecting, analysing and interpreting of market data in order to get information for marketing decisions (Böhler et al., 2020). The ideal market research process is characterised by five stages, the 5 D's (Ottawa & Rietz, 2014):

1. Definition of the problem
2. Design
3. Data collection

4. Data analysis
5. Documentation

Stage one was described in chapter two whereas stage four and five will be found in chapter four and five of this thesis. In chapter three the focus is on design and data collection.

3.2.1 Definition of the problem

Before the market research starts, the problem and the target need to be defined. A common approach is to formulate hypotheses (Böhler et al., 2020), as described in chapter 2.2.

Eliminating or reducing service failure is a major problem, and even the most customer-focused organisations may fail (del Rio et al., 2009). Failure can occur for a variety of reasons (Forbes et al., 2005), and social media platforms like Facebook and Twitter make it easy for disgruntled customers to spread negative word of mouth (Lariviere et al., 2013). Because they do not want to waste time and energy on complaints, some customers may overlook service attempts (Antón et al., 2007). Only five to ten percent of dissatisfied customers complain, according to Hess (2008). Because of how the service was delivered, the majority of customers feel much worse after complaining (Hart et al., 1990).

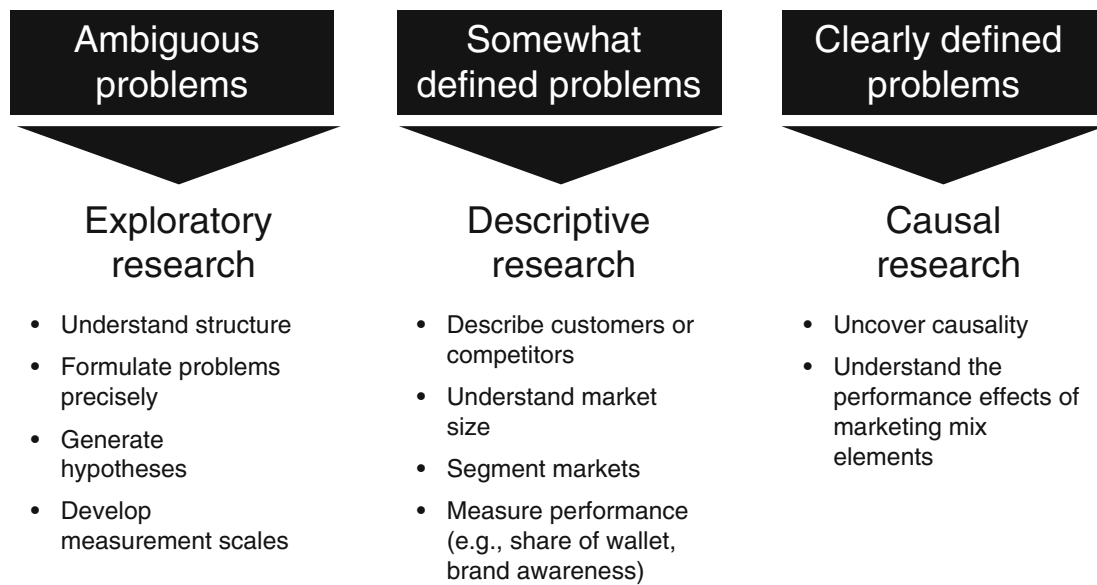
3.2.2 Design

According to Yin (1994), exploratory research may be used when a problem is not well investigated and complex. Further, it is suitable to formulate and develop an idea precisely at an early stage. Interviews tend out to be the best technique for gathering information. The basic goal is to look into a problem in order to figure out how variables interact (Saunders et al., 2019).

Saunders et al. (2019) noted that descriptive research is about describing various phenomena or functions as well as verifying research hypotheses. It often builds on the exploratory research.

This research is connected to all three research designs described above. It has an explorative character because there is limited research only about service failures while shopping online supplements or sports nutrition items. The descriptive part builds on the first steps and describe the different results from the questions.

Figure 2: Exploratory, descriptive and causal research



Source: Mooi, & Sarstedt, 2011

3.2.3 Data collection

Students, more than any other cohort in the population, are more likely to purchase supplements. The primary goals are to increase energy, grow muscular mass, and improve overall health. Supplements are expensive for students, yet 66% of them consume at least one every week (Daniells, 2015). Even while brand loyalty differs by category, parental influence was evident at some point (Wood, 2004).

In order to get an appropriate sample, data was collected from partner universities of the International Joint Cross-Border PhD Programme in International Economic Relations and Management as well as the Alumni Club of former European MBA students from the California Lutheran University.

- California Lutheran University MBA Europe Alumni
- Czech University of Life Science Prague
- FH Burgenland University of Applied Science
- Juraj Dobrila University of Pula
- University North Zagreb
- University of Economics in Bratislava
- University of Mostar
- University of Sopron

The universities and faculties in the specific countries were selected based on the following criteria:

- Commitment to research of new areas
- Location in Central and Eastern Europe and Southern Europe
- The availability of different online retailers within the countries

The questionnaire consists of 24 questions and contains five parts was developed and based on personal experiences of the author and discussions with managers from leading sports nutrition online shops in Austria.

In order to get the respondents attention a welcome text was included.

"You are being invited to participate in an international market research about problems and service failures while shopping online supplements or sports nutrition products. The aim of this project is to analyse the issues and provide solutions to make customers satisfied again. Further, the results will become part of a PhD thesis at the University of Economics in Bratislava. It will take you 5 minutes only to complete. Your responses are strictly confidential. Thank you very much for your time!"

A full-version of the questionnaire is available in the appendix.

A convenience sample of 19 PhD students, lectures, and online shoppers were used to pre-test the web-based questionnaire. To improve the survey, a combination of a collaborative and researcher participant method was adopted (Sahu, 2016).

After then, the research was conducted using a web-based survey created by Lime Survey, an online solution for professional market research. The introduction gave a general summary of the subject. Other data gathering methods, such as personal interviews with buyers and online retailers, were investigated, but due to the lockdown and the uncertain scenario surrounding the COVID-19 pandemic, a web-based survey was determined to be the best option. The Doctoral Program Director and Head of Academic Scientific Committee handed out the survey link to all universities at the same time at the end of May 2020 in order to distribute the questionnaire to students in June, and it remained available until August 31, 2020.

The procedure methodology is described as follows. First, the variables were loaded into the SPSS 23 assessment tool and descriptively analysed. The metric variables' mean, median, standard deviation, variance, minimum, and maximum were determined. For nominal and ordinal features, frequency tables were generated. In addition,

corresponding diagrams were made in Excel for better illustration and to answer the research questions.

Furthermore, the metric variables for checking the hypotheses were tested for normal distribution using the standard Kolmogorov-Smirnov test. Parameter-free tests were required since the normal distribution could not be assumed and homogeneity of variance was not always guaranteed (as determined by the Levene test).

The parameter-free Kruskal-Wallis rank correlation test was first used to look for differences in variables with several categories; the Mann-Whitney U rank correlation test was then used for post-hoc testing across two categories and to look for differences in dichotomous variables. To better illustrate the results, the absolute and percentage shares were shown in bar charts, knowing that the tests were not based on the mean values, but purely on the ranks due to the lack of prerequisites.

The chi-square independence test was used to look for differences in nominal or categorical variables. For the interpretation, in addition to the frequencies, the expected values and the percentages, the corrected residuals were also given in the respective crosstabs.

The accumulation of alpha errors resulting from the multiple tests were considered by dividing the usual significance level of $\alpha = 0.05$ by the rounded number of tests using the Bonferroni correction, thus establishing the significance level of $\alpha = 0.005$. This means that the "very significant" results are kept, but the values between 0.005 and 0.05 are no longer considered significant.

4 Results

The first part provides an overview of the sociodemographic characterization and general information of the respondents as well as the research questions. In the second part, the hypotheses are analysed and tested.

4.1 Descriptive statistics & research questions

There were 287 people that took part in the online survey. A total of 155 people responded to the study, with 122 of them reporting a service breakdown when purchasing online. There were 69 men and 51 women among the participants, and two people did not respond. The graphs that follow will only show participants who had a service failure.

Table 1: Countries where the respondents live.

In which country do you live?^a		
	number	percent
Slovakia	31	25%
Austria	30	25%
Hungary	19	16%
Croatia	15	12%
Czechia	12	10%
Slovenia	6	5%
Germany	3	2%
Bosnia and Herzegovina	2	2%
Serbia	1	1%
United Kingdom	1	1%
Total	120	98%
missing	2	2%
Total	122	100%
a. YesServiceFailure = yes		

Source: own research

Half of the respondents live in Slovakia and Austria. Together with Hungary, Croatia and Czechia it counts for 88% of the sample. Two answers were missing.

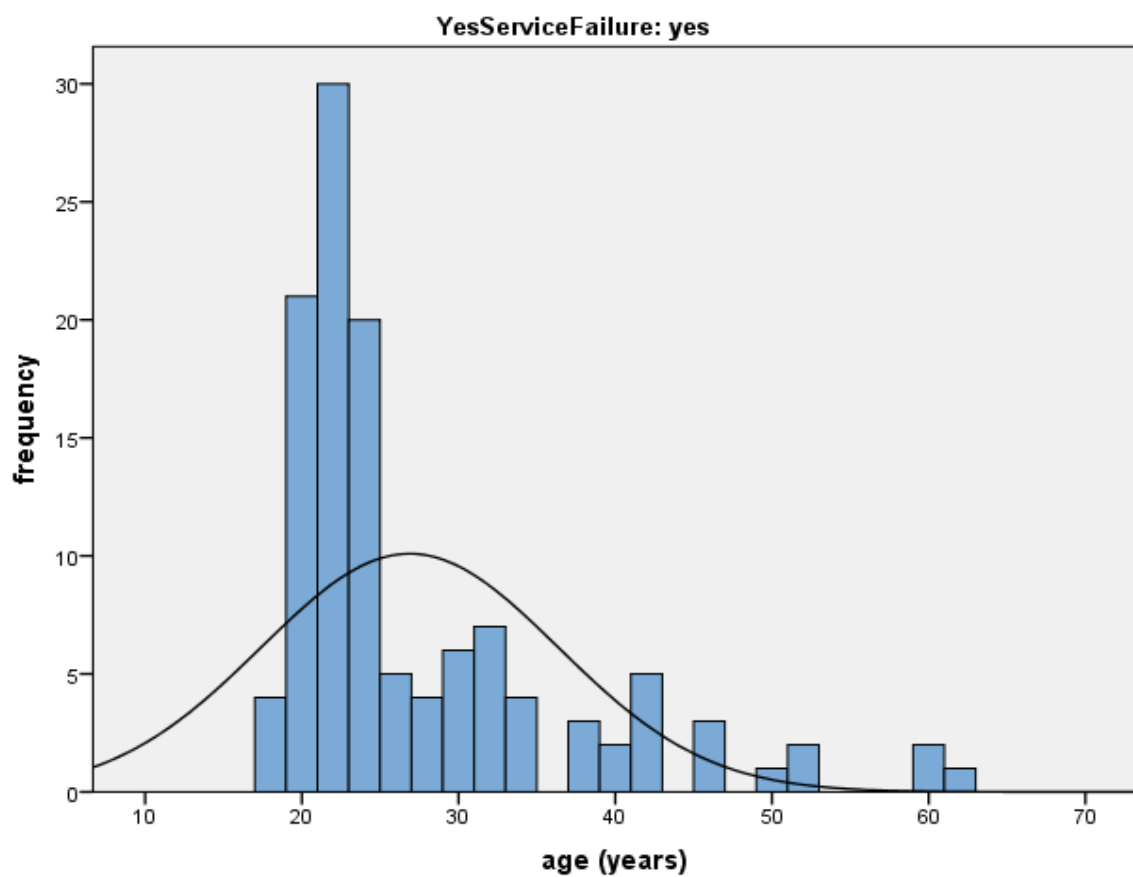
Table 2: Highest educational level

What is your highest educational level? ^a		
	number	percent
secondary school	4	3%
high school	71	58%
university degree	45	37%
missing	2	2%
Total	122	100%
a. YesServiceFailure = yes		

Source: own research

Fifty-eight percent of those who had a service failure had a high school diploma, while 37 percent had a university diploma. Three percent had a secondary degree.

Figure 3: Age of the respondents.



Source: own research

The histogram shows that there is no normal distribution. Eighty percent of the respondents were between 18 and 33 years old. Two and a half percent were above 50 years old. Most participants were 22 years old.

How often do customers buy online and why?

Twenty three percent of the respondents shop sports nutrition and supplements online only. Nearly the same amount, 25% shop seldom online and prefer to go to brick-and-mortar shops instead. In total, more people buy online rather anywhere else in this category.

Table 3: online vs. offline shopping

How often do you usually buy supplements or sports nutrition products online vs. offline (in-store) per year?^a				
n=122		frequency	percent	cumulated percent
valid	online only	28	23%	23%
	more online	38	31%	54%
	half online, half in-store	26	21%	75%
	seldom online, more in-store	30	25%	100%
	total	122	100%	0%
a. YesServiceFailure = yes				

Source: own research

Since January 1, 2020, a third of the respondents have shopped twice. Ninety five percent of the shoppers have had one to three shopping experience in that period. Two percent shopped more than five times.

Table 4: Frequency of shopping

How often have you bought supplements or sports nutrition products online since 01.01.2020? ^a				
n=122		frequency	percent	cumulated percent
valid	1x	35	29%	29%
	2x	40	33%	61%
	3x	31	25%	87%
	4x	10	8%	95%
	5x	4	3%	98%
	more than 5 times	2	2%	100%
	total	122	100%	0%
a. YesServiceFailure = yes				

Source: own research

Most people say they buy online because of product variety, then convenience and price. In fourth place comes COVID and crowds. Eighty five percent give several reasons, 16 people (13%) because of Corona.

Table 5: Reasons for buying online

Reasons for buying online	percent (n=122)
product variety	70%
convenience	59%
better price	58%
due to COVID-19] reasons buying online	52%
crowd and POS queue	41%
reviews from other shoppers	34%
discreet shopping	34%
compulsive shopping	23%
product replacement, refund	17%

Source: own research

How satisfied are the customers in general with the online retailer?

Twenty six percent of the respondents are very satisfied in general when shopping at their selected online retailer and 50% are satisfied. Ten percent are either very dissatisfied or dissatisfied.

Table 6: General satisfaction when shopping online

How satisfied are you in general when shopping online with your selected online retailer? ^a				
		number	percent	cumulated percent
valid	1 (very satisfied)	32	26.2%	26.2%
	2	61	50.0%	76.2%
	3	14	11.5%	87.7%
	4	8	6.6%	94.3%
	5 (very dissatisfied)	4	3.3%	97.5%
	no answer	3	2.5%	100.0%
	total	122	100.0%	
a. YesServiceFailure = yes				

Source: own research

Which devices are used?

Table 7: Devices used

devices used ^a		
	number	percent
mobile phone	67	55%
PC/Notebook	39	32%
tablet	11	9%
several devices	4	3%
missing	1	1%
Total	122	100%
a. YesServiceFailure = yes		

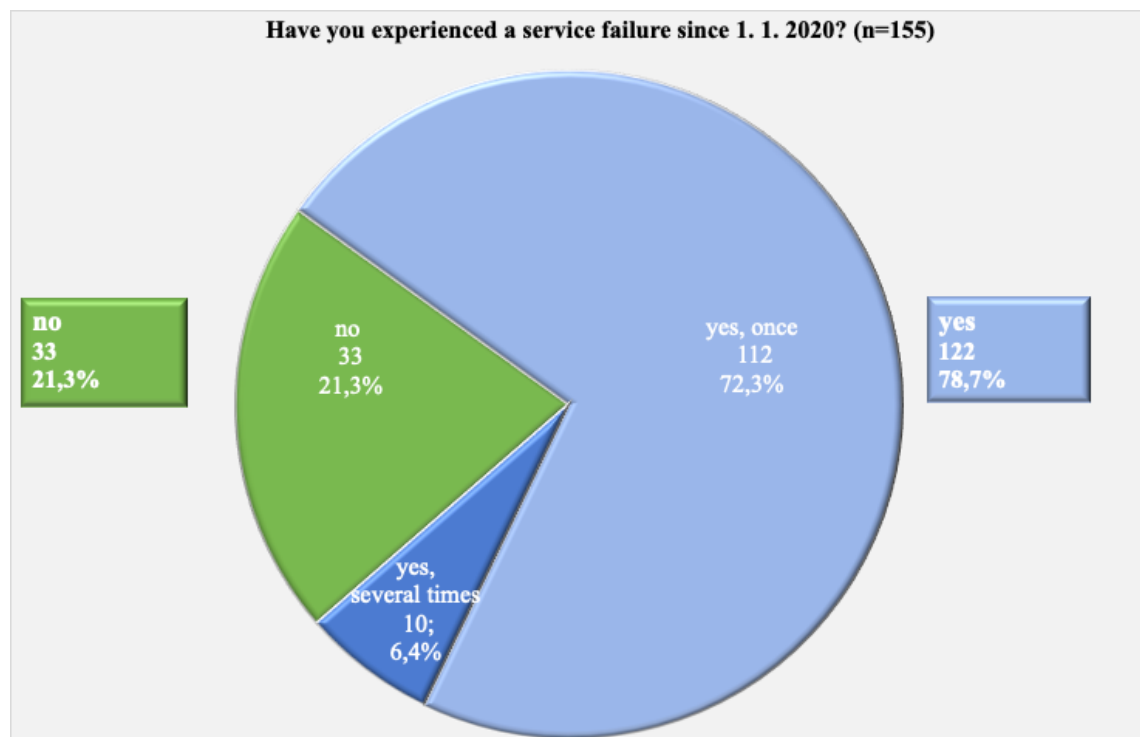
Source: own research

The majority of the respondents used a mobile phone for online shopping, almost a third used a PC or Notebook. Nine percent did their online shopping with a tablet. Four people used several devices.

How often happened a service failure?

Since January 1, 2020, 79% of respondents have experienced a service failure at least once, while 21% have had no problems while buying for supplements and sports nutrition online.

Figure 4: Have you experienced a service failure since 01.01.2020?

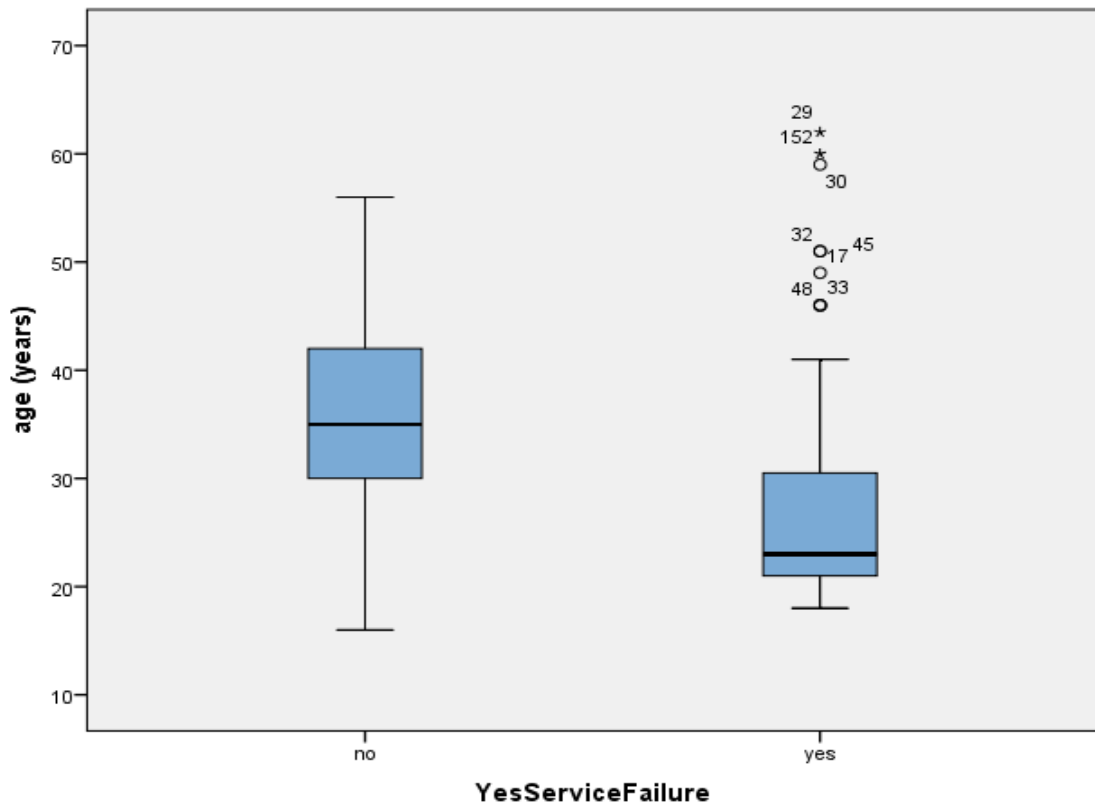


Source: own research

Who has experienced a service failure?

People who have encountered a service failure are on average and median (black bar) younger, with a few elder exceptions, whereas those who have not suffered a service failure are on average and median (black bar) older.

Figure 5: Boxplot Age/Service Failure



Source: own research

Furthermore, there is significant evidence that there is a link between the device and service failure.

$$\chi^2 (1, N = 155) = 7.42, p < .006.$$

Customers who buy with a computer or notebook have a lower rate of service failure than those who order with a tablet or smartphone.

There is overwhelming evidence of a link between the gadget and the respondents' age.

$$\chi^2 (2, N = 143) = 8.01, p < .018.$$

It shows that people who use a PC/notebook are on average significantly older than those who use a mobile phone or tablet. In-depth research shows that regardless of the input device, people who have experienced service failure are significantly younger than those who have not.

There is very strong evidence of a relationship between the level of education and the age of the respondents.

$$\chi^2 (2, N = 153) = 26.07, p < .000.$$

People with a high school diploma are significantly more likely to have an SF than people with a university diploma. The six people with a lower level of education do not have any special features, but are very low in numbers compared to the others.

There is a lot of evidence showing there isn't a lot of difference between men and women.

$$\chi^2 (1, N = 152) = 0.04, p < .849.$$

There is significant evidence that there is a link between product variety and service failure.

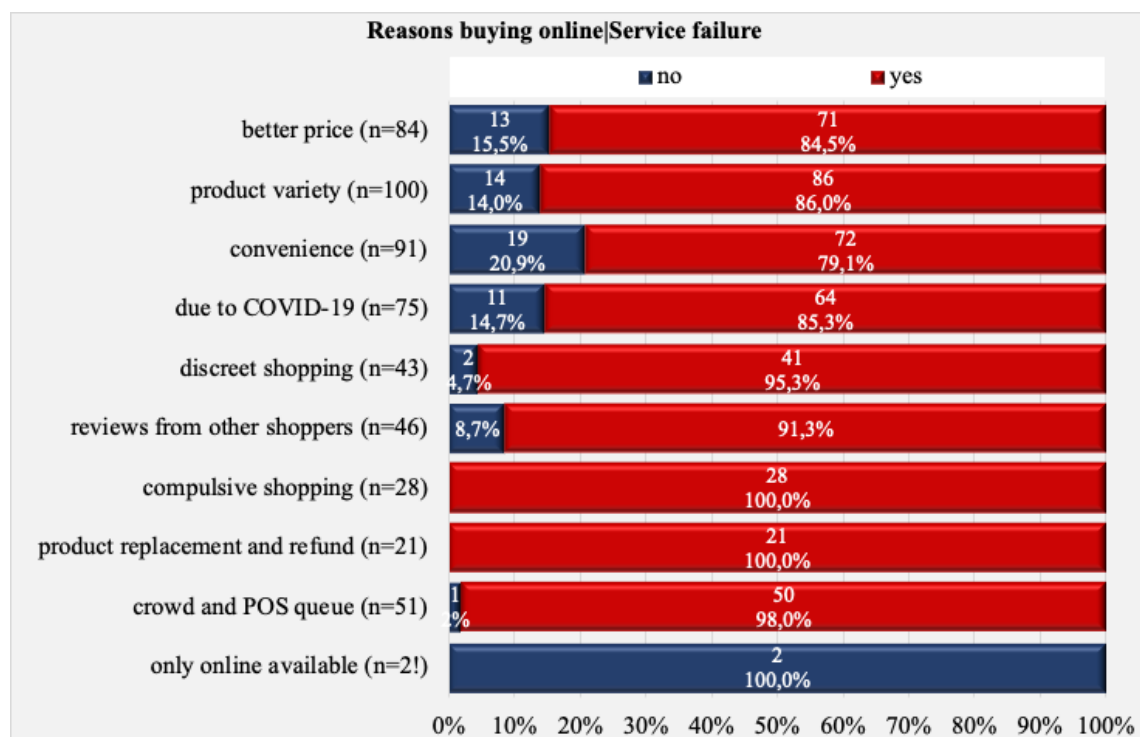
$$\chi^2 (1, N = 155) = 8.94, p < .003$$

as well as between discreet shopping and a service failure

$$\chi^2 (1, N = 155) = 9.83, p < .002.$$

People who shop online based on product variety or discreet shopping have experienced service failure significantly more often than others. Slightly significantly more people who shop online based on reviews have also experienced a service failure. On the other hand, the assumption that people who shop online based on COVID-19 have experienced more service failure is not significantly confirmed.

Figure 6: Reasons why shopping online

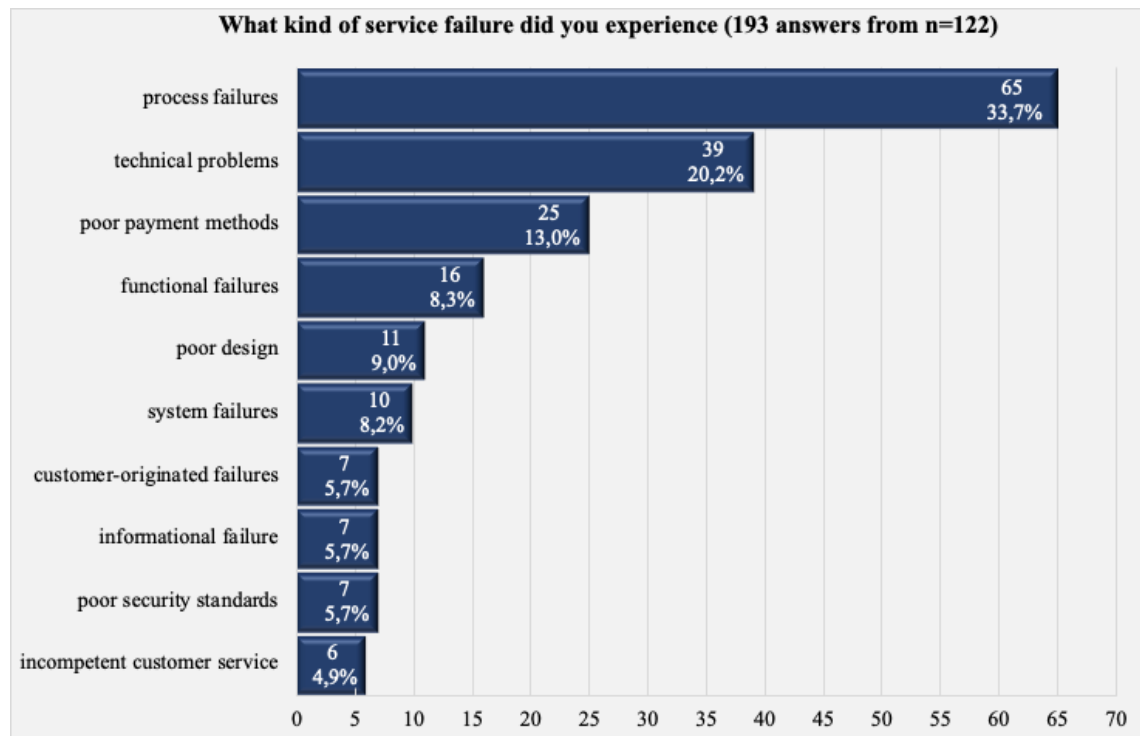


Source: own research

What kind of service failure have they experienced?

A process failure was experienced by a third of the respondents (e.g. order has not been delivered, or the wrong product has been delivered). Twenty percent experienced technical concerns, such as a broken website. Poor payment options (e.g., no banks transfer or PayPal) were cited as a concern by 13% of respondents.

Figure 7: What kind of service failure did you experience?

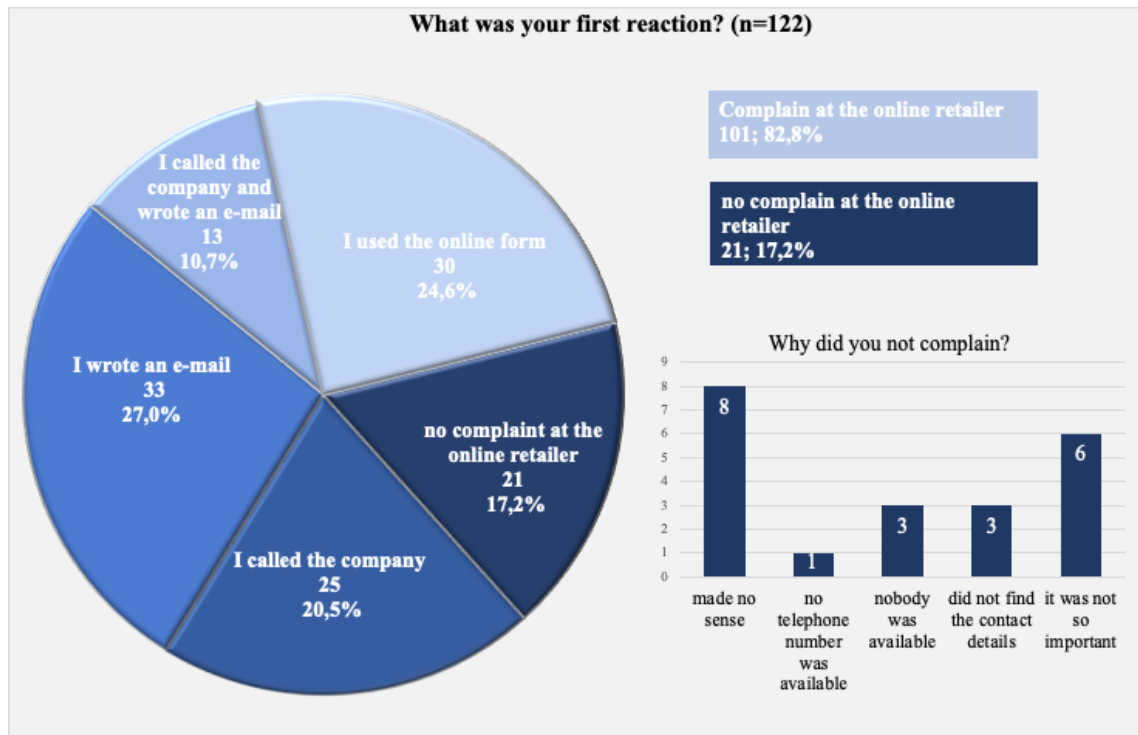


Source: own research

How many customers did even complain? Why did some customers not complain?

83% of the respondents complained at the retailer. Half of the respondents wrote an e-mail or used the online form. 12 out of 101 called the company and wrote an e-mail. A third of those who did not complain said it was illogical. For 6 people it was not so important. 7 out of 21 had troubles to find the right telephone number, contact details or nobody was available.

Figure 8: What was your first reaction?

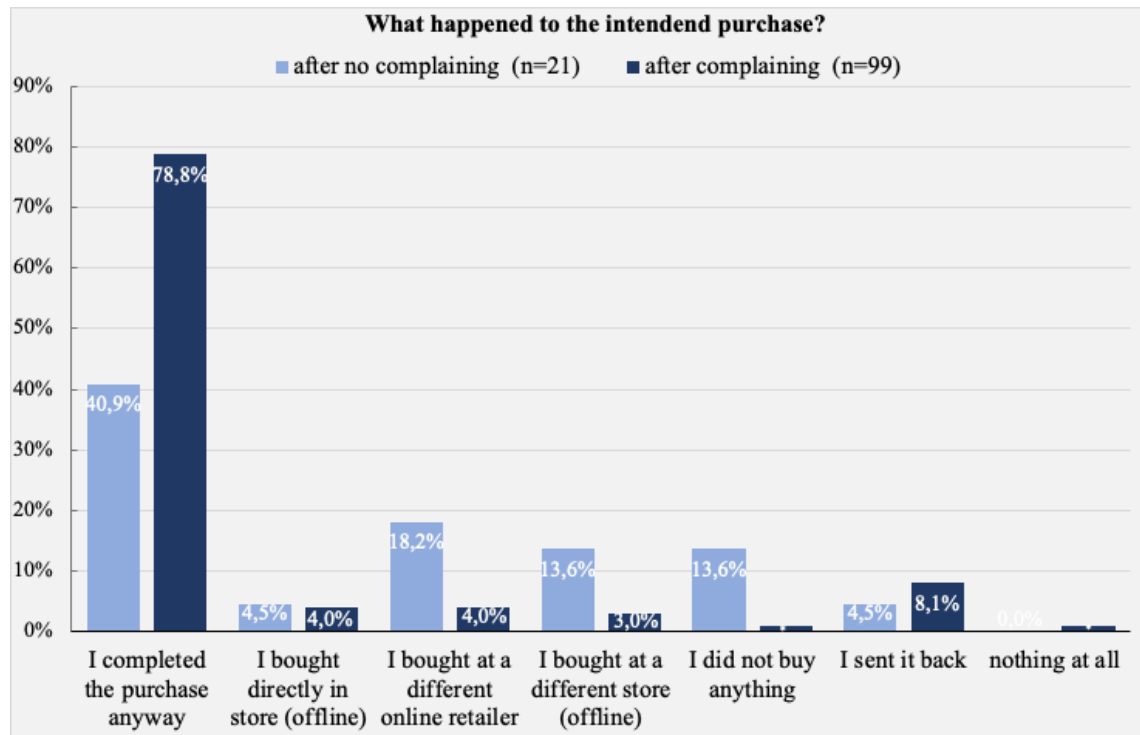


Source: own research

What happened with the intended purchase of the customer who did/didn't complain?

The large majority of the respondents who complained, completed the purchase anyway. 8% decided to send the products back. 7% bought somewhere else, either online or at a different store. The outcomes of those who did not complain are quite different. Despite the service failure, 41% of respondents finished the purchase. 32% bought at a different online retailer or at a different brick and mortar store while 13.6% decided not to buy anything. The order was sent back by 4.5% of the people who did not complain.

Figure 9: What happened to the intended purchase?

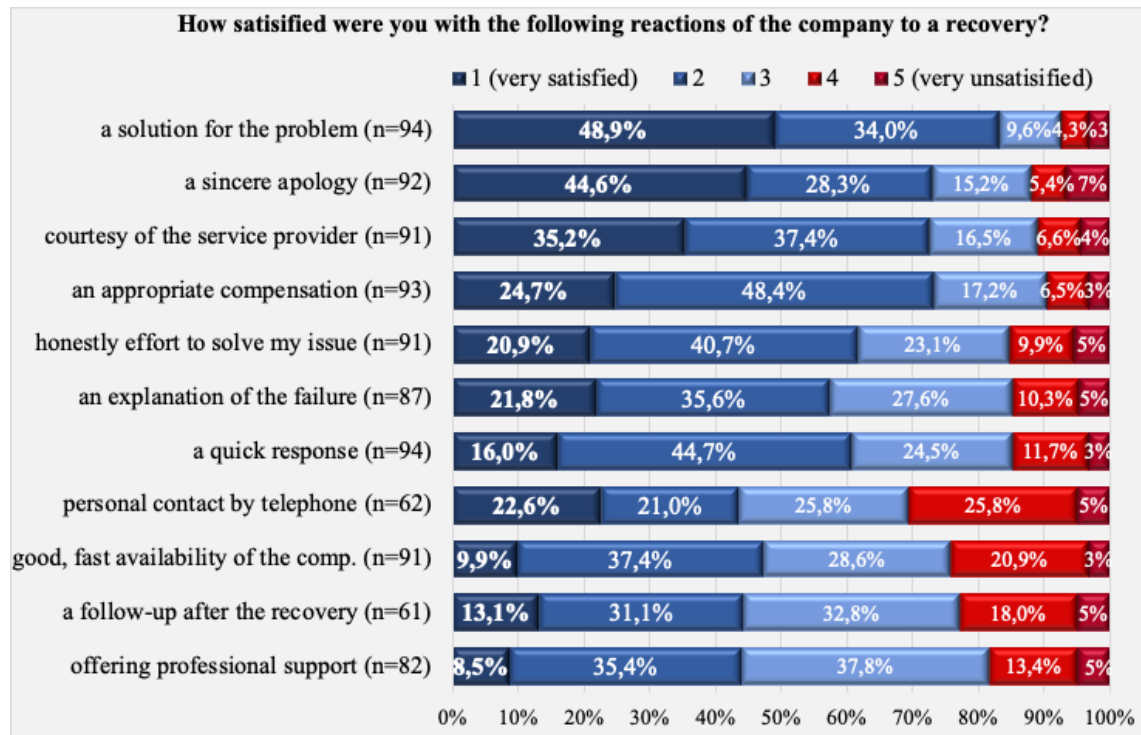


Source: own research

How successfully do the online sports nutrition retailers manage the individual service recovery strategies?

A solution to the problem, a heartfelt apology, the service provider's kindness, and proper reimbursement are the top four reactions. More than 70% of respondents were either very satisfied or satisfied with the company's response. In contrast more than 20% of the respondents were very unsatisfied or unsatisfied with the personal contact by phone and the good and fast availability of the company.

Figure 10: Satisfaction with the reactions



Source: own research

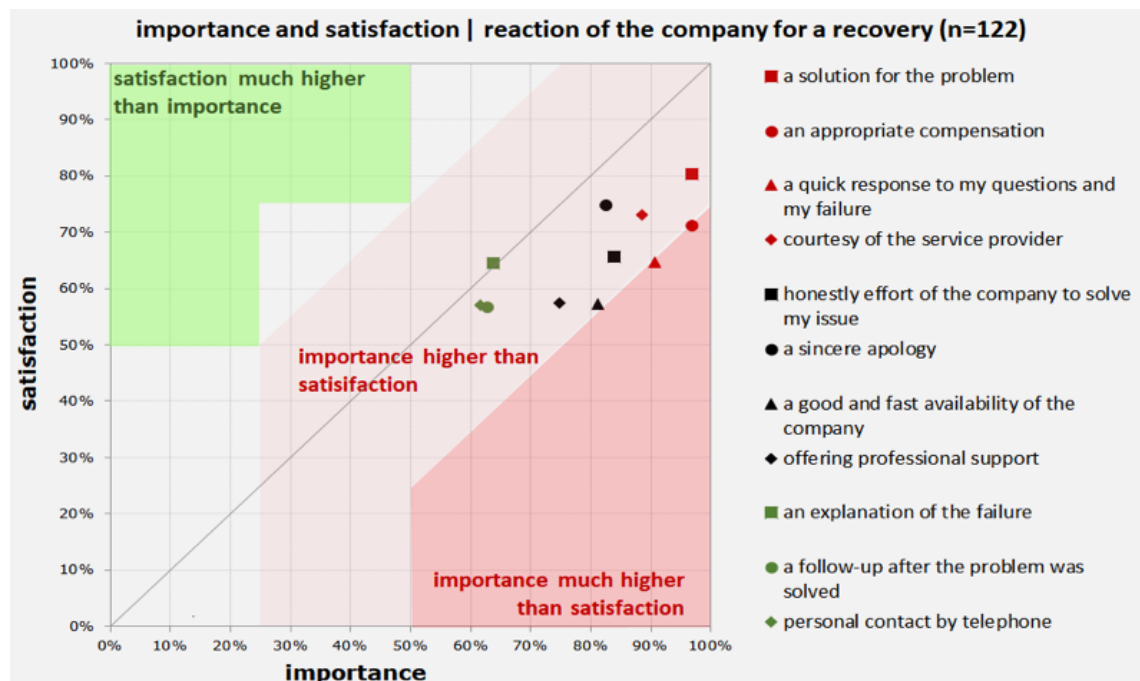
How good act online retailers in relation to the importance?

This is the graphical presentation of the customer satisfaction index (CSI). The answers were clustered into three groups:

- very important (red icons)
- medium important (black icons)
- less important (green icons)

In general, the level of expectation is very high in this specific environment. The two most important reactions of the company are providing a solution and offering an appropriate compensation. But compensation and a quick response are in the red area so the importance is much higher than the satisfaction. Icons in that area are considered as very critical and immediate actions and investments are required. All icons in the grey area need to be observed and shows a need for action. There is only one aspect where the satisfaction is higher than the importance, an explanation of the failure. But it is considered as less important.

Figure 11: Importance and satisfaction / reaction of the online retailer for a recovery.

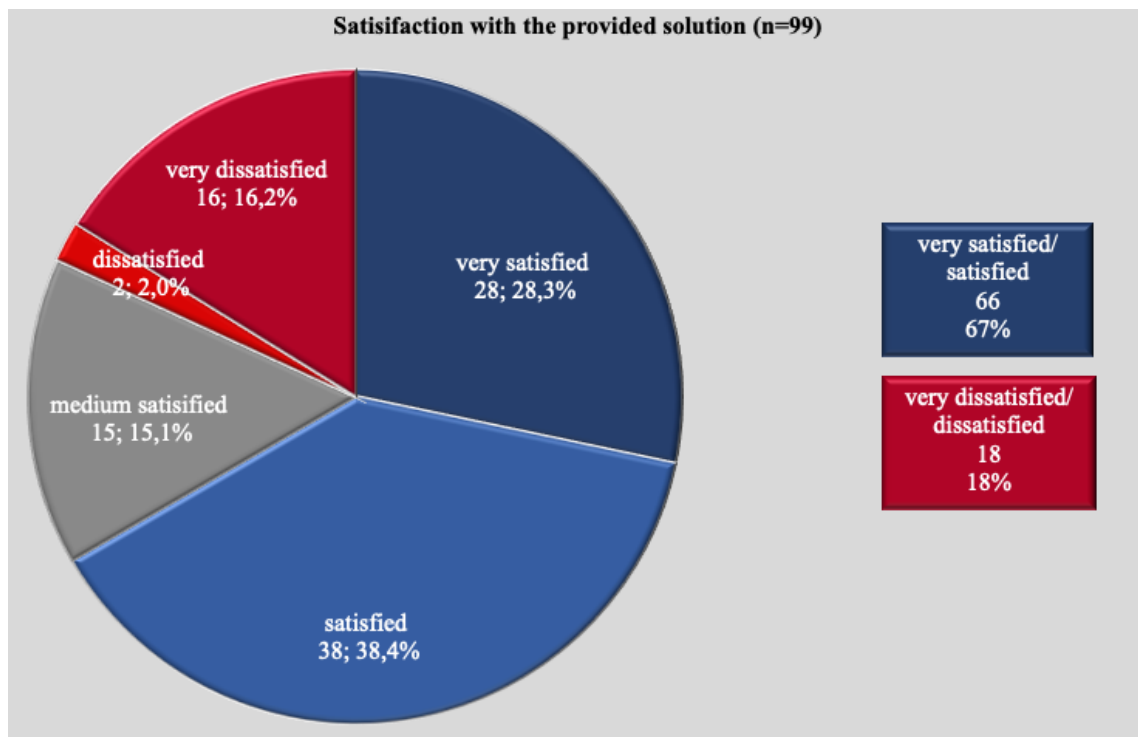


Source: own research

Are the customers satisfied with the actions of the online retailer to recover and overcome the failure in general?

Two-thirds of the respondents said they were very satisfied or satisfied with the service provider's answer, while 18% said they were dissatisfied or extremely dissatisfied with the solution.

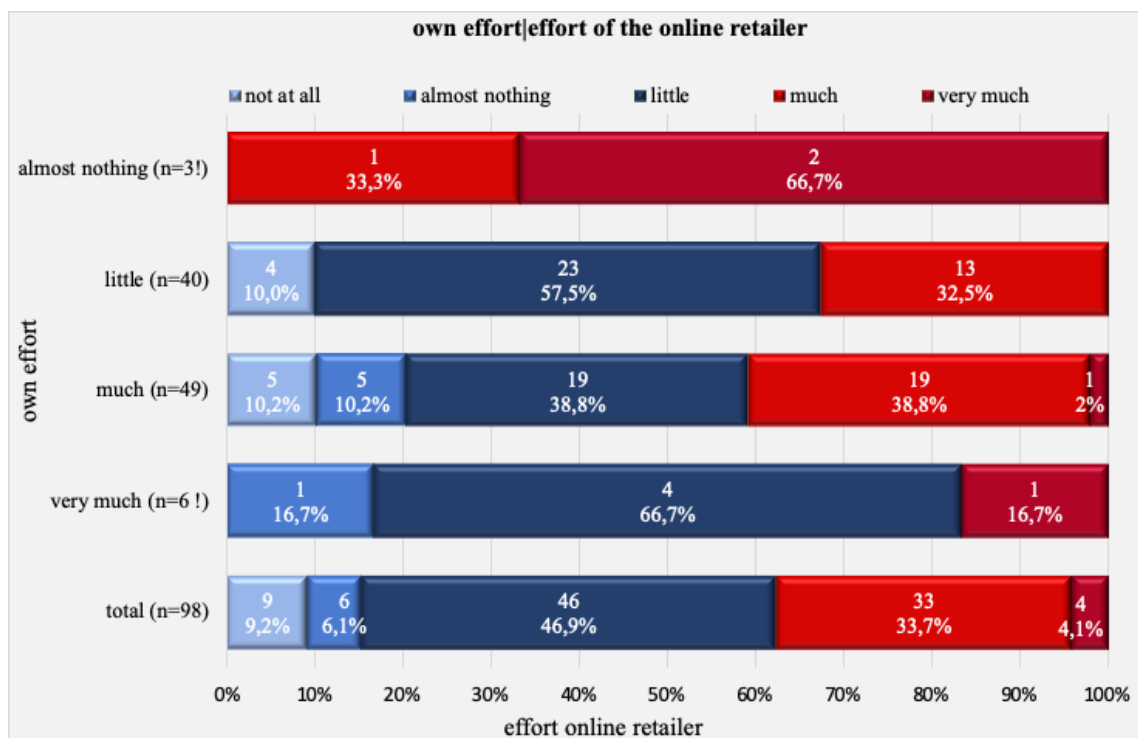
Figure 12: Satisfaction with the provided solution.



Source: own research

How big was the own effort and the effort of the company?

Figure 13: Own effort and effort of the online retailer.



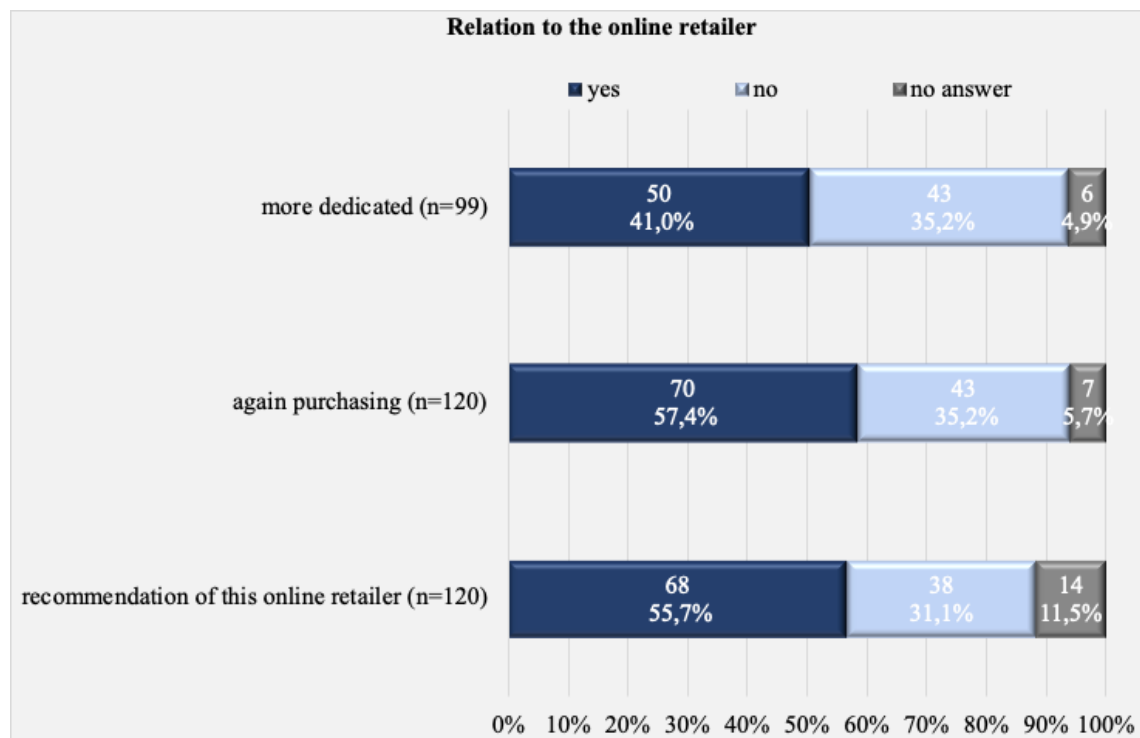
Source: own research

Half of the participants said they put a lot of effort into solving the problem, whereas only about 39% of the retailers said the same thing. Participants who put in little effort were pitted against a third of the service providers who put in a lot of effort. Less than ten percent invested a lot of effort, if any, into the debate about how to fix the service failure. Overall, the shoppers' effort was deemed to be greater than that of the online store.

How is the relation to the online retailer after the recovery?

After the service recovery, 41% of respondents said they were more committed to the online shop. After a service failure, more than 57% of respondents said they would consider buying from that retailer again, while 35% said they would buy from someone else. Despite the fact that nearly 60% of respondents said they would recommend that retailer if they had a problem, thirty-one said they would not.

Figure 14: Relation to the online retailer.



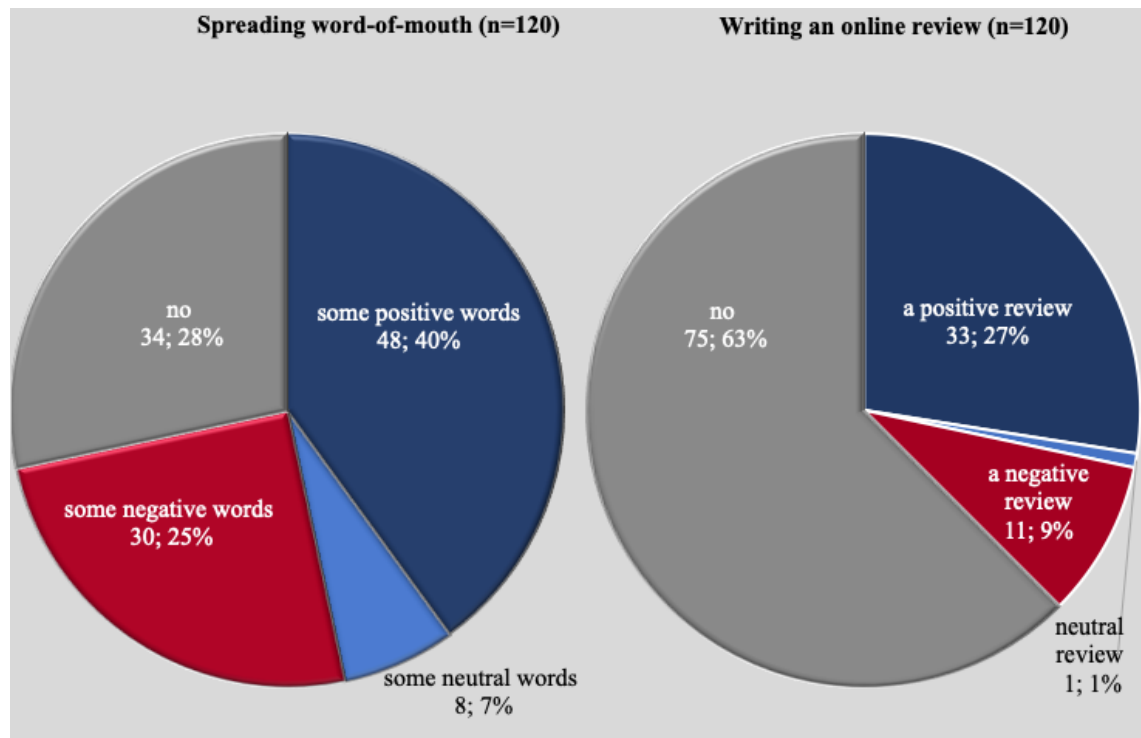
Source: own research

How do the shoppers react?

After the service recovery, 40% of the respondents disseminated positive word of mouth, whereas 25% propagated negative word. When it came to posting an internet

review, 27% wrote a favourable one and 9% wrote a negative one. The majority of respondents (63%) did not provide a review.

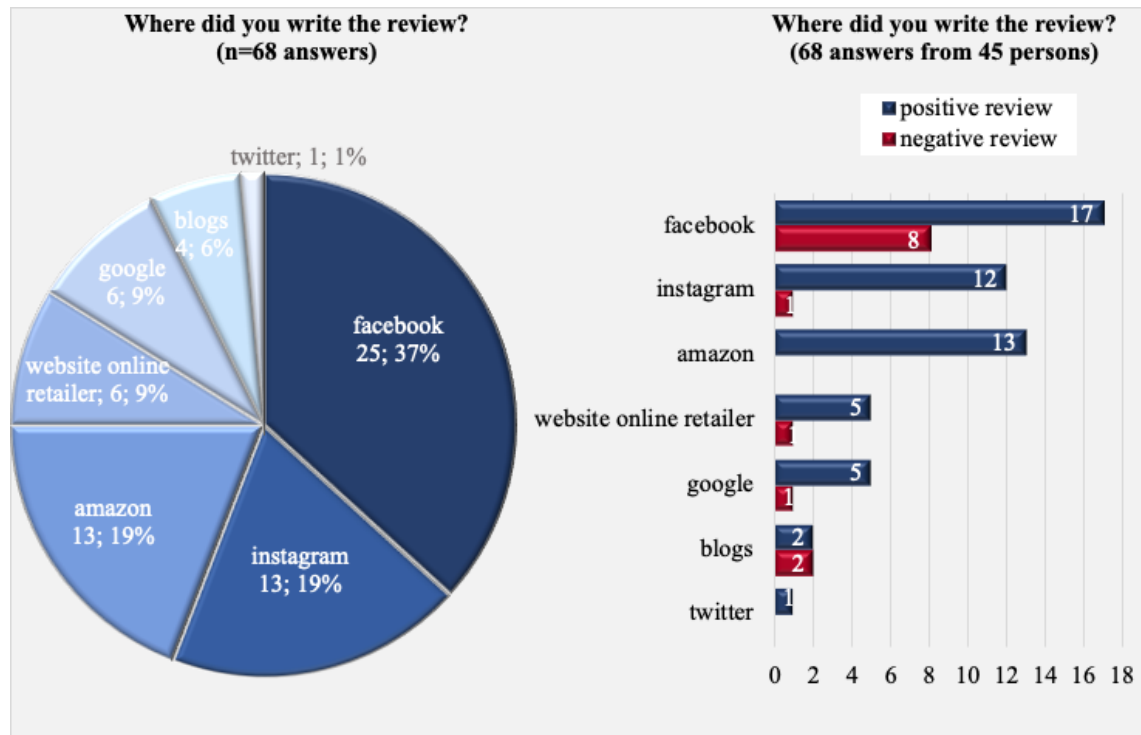
Figure 15: Spreading WOM and writing an online review.



Source: own research

A total of 45 people responded to the survey by leaving an online review. Some of them are broadcast on multiple channels. More over half used Facebook and Instagram to express themselves. It accounted for 75% of the channels where they wrote their evaluation, when combined with Amazon. People left positive ratings on Facebook, Instagram, and Amazon, among other places. Negative evaluations, on the other hand, were mostly written on Facebook.

Figure 16: Where did you write the review?



Source: own research

4.2 Hypothesis testing

The use of sample data to assess the plausibility of a hypothesis is known as hypothesis testing. Given the facts, the test gives evidence for the hypothesis' plausibility.

4.2.1 H1: Customer feel more dedicated to an online retailer after a service recovery.

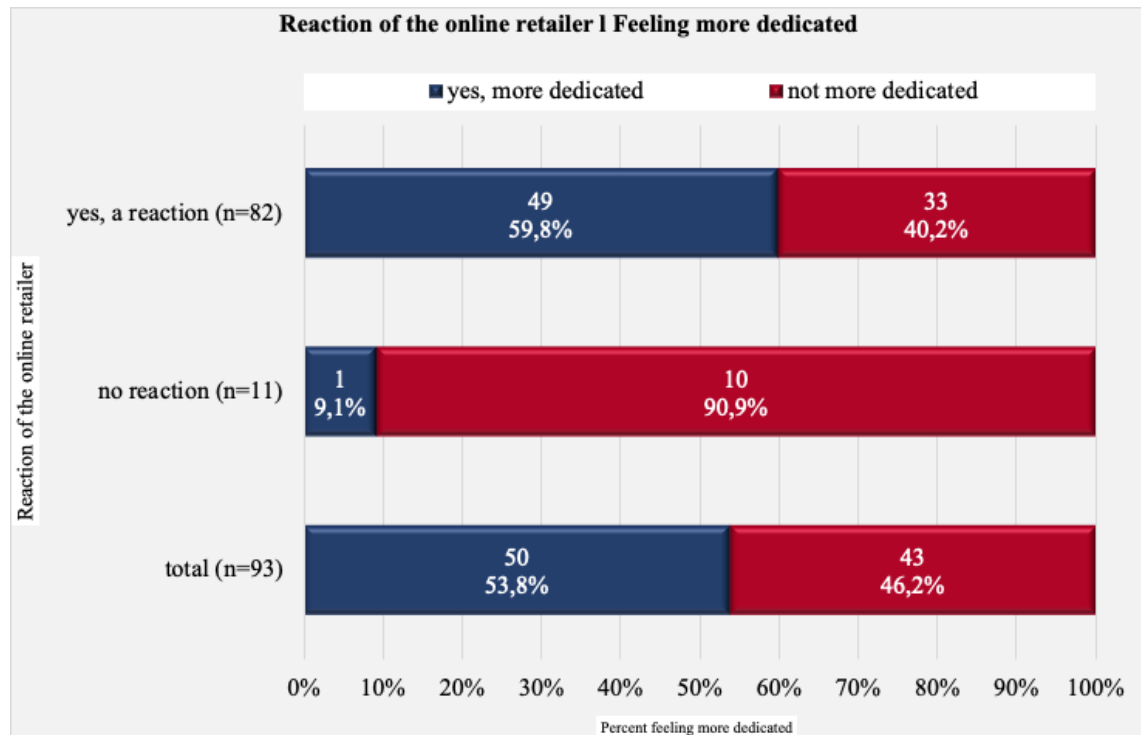
H1.1: Customers feel more dedicated to an online retailer after experiencing a reaction of the company.

The results of the chi square test of association (2x2) demonstrate that there is substantial evidence of a link between the company's reply (yes) and more loyal customers.

$$\chi^2 (1, N = 93) = 10.02, p < .002.$$

As indicated in the graph below, 9.1% of businesses have exhibited no response to customers who have complained.

Figure 17: H1.1: Reaction of the online retailer



Source: own research

After the service recovery, more than 90% of these consumers did not feel more committed. A reaction is important in general, yet expressing no reaction has a negative effect. Customers want a response, and organizations are expected to deliver one; otherwise, the degree of commitment declines.

The hypothesis is confirmed: customers who have received a response from an online retailer feel substantially more connected to them.

H1.2: Customers feel more dedicated to an online retailer after experiencing a positive service recovery.

To see if there were any significant differences between the amount of dedication and the different features of a service recovery, a two-tailed Mann-Whitney U test was used. The two-tailed Mann-Whitney U test yielded a significant result.

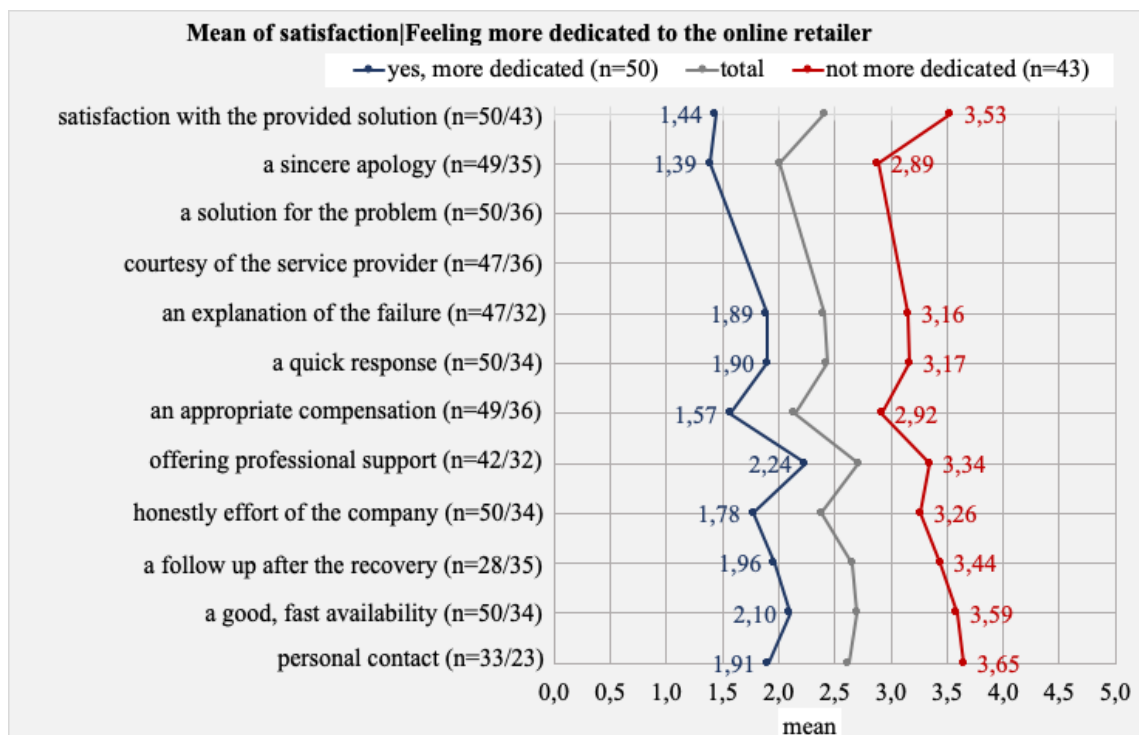
Table 8: H1.2: Mann-Whitney-U Test

Mann-Whitney-U Test ^a												
	Satisfaction with the provided solution	a sincere apology	a solution for the problem	courtesy of the service provider	an explanation of the failure	a quick response	an appropriate compensation	offering professional support	honestly effort of the company	a follow-up after the recovery	a good, fast availability	personal contact by telephone
Mann-Whitney-U	121.000	263.000	180.000			277.000	206.500	261.500	217.500	81.000	153.500	82.500
Wilcoxon-W	1396.000	1488.000	1455.000			1552.000	1431.500	1164.500	1492.500	487.000	1428.500	643.500
Z	-7.666	-5.741	-6.879			-5.790	-6.431	-4.722	-6.038	-4.986	-6.651	-5.084
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. group variable: more dedicated												

Source: own research

The hypothesis is confirmed: customers who have received a response from an online retailer (at least) feel substantially more connected to the retailer. The best result in terms of dedication is satisfaction with the supplied solution and a heartfelt apology. The lowest values are achieved by providing competent help and a good and quick availability.

Figure 18: H1.2: Mean of satisfaction



Source: own research

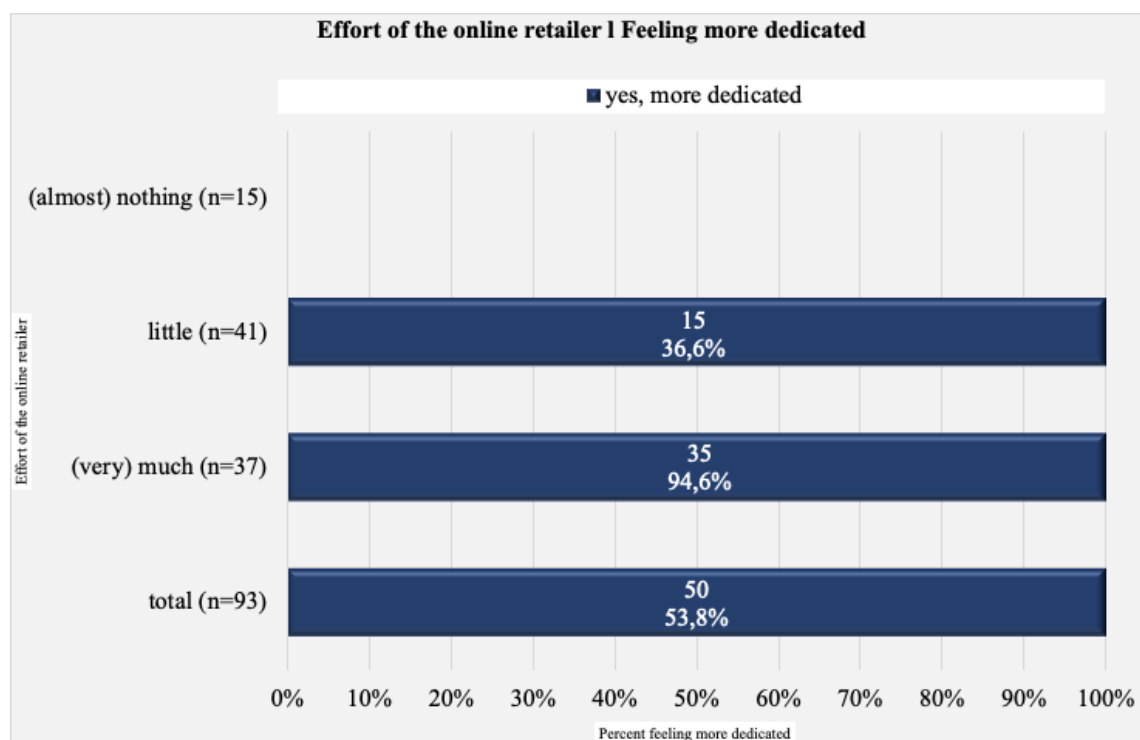
The customers are very "strict" with online retailers. Only when they are fully satisfied, they are more attracted to the retailer. Satisfied customers are slightly above average, but as soon as only one satisfactory solution (grade 3) is achieved, the customers feel significantly less attracted to the retailer than the others.

H1.3: Customers feel more dedicated to an online retailer after experiencing a high effort of the company.

The following are the findings of the chi square test of association (2x2): First, there is compelling evidence of a link between a company's high level of effort and more loyal customers.

$$\chi^2 (1, N = 93) = 47.12, p < .000.$$

Figure 19: H1.3: Effort of the online retailer



Source: own research

Shoppers who have experienced a high level of effort and company participation in the recovery process are more likely to reward that behaviour with increased dedication. Customers want to feel as if someone cares about them, and businesses must understand this.

Second, there is substantial evidence of a link between a high level of shopper effort and a lack of dedicated shoppers.

$$\chi^2 (2, N = 93) = 13.55, p < .001.$$

As a result, customers who put a lot of thought and effort into themselves are less committed to the organization.

Third, there is a lot of evidence that these variables are related.

$$\chi^2 (1, N = 93) = 61.42, p < .000.$$

Customers feel more committed when their personal effort is not greater than that of the company. This is a crucial fundamental takeaway: companies' efforts must be greater than customers' efforts in order to attract more loyal customers.

Those for whom the online retailer has gone to considerable lengths feel substantially closer to the retailer. People who have put themselves out there have a lower level of attachment to the organization. People who put in the same amount of effort as the company feel more connected.

People are substantially more committed to an online store after experiencing a high level of effort from the company's service provider, proving the premise.

4.2.2 H2: Customer considering purchasing again after at the retailer after a service failure.

H2.1: If the online retailer shows no reaction at all to the complaint, customers would buy less likely again at the same online retailer.

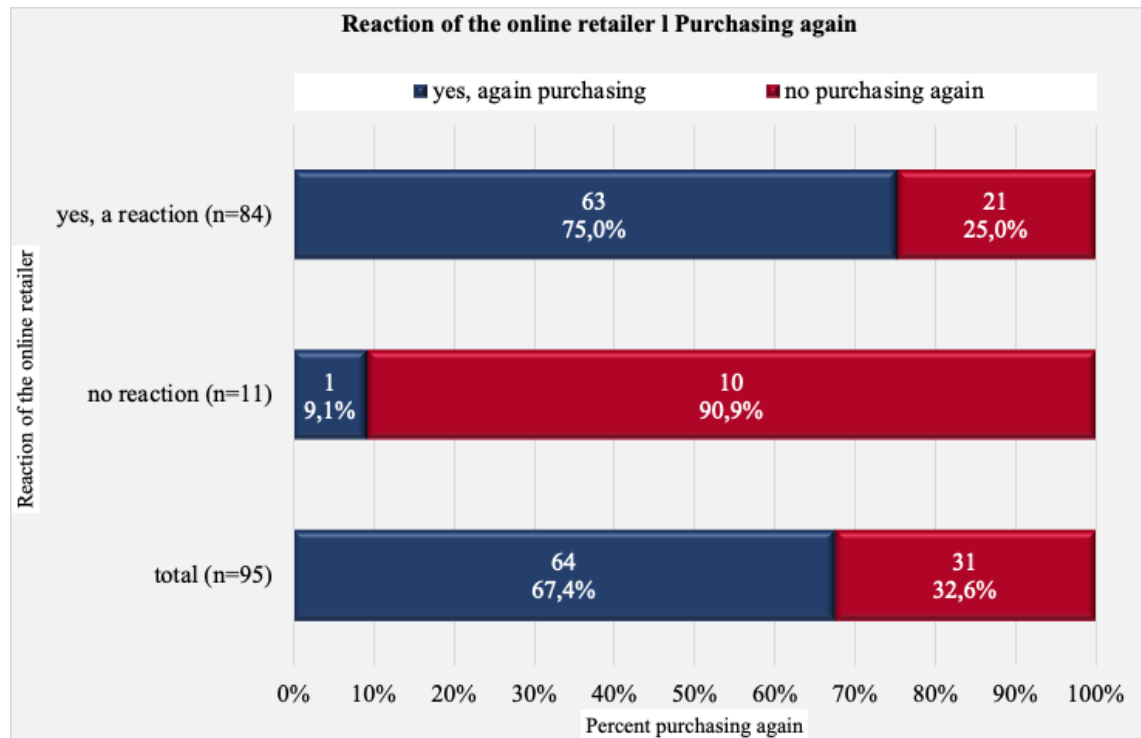
The findings of the chi square test of association (2x2) demonstrate that there is a strong link between a company's reply and customers who return to that retailer.

$$\chi^2 (1, N = 95) = 19.22, p < .000.$$

75% of those who received a response from the company said they would buy from them again. Because there was no reaction, 90.9% of customers said they would not buy from that retailer again. No reaction has a detrimental impact on shopper behaviour, as stated in the H1 section.

Customers who have received a response from an online retailer are far more inclined to buy from them again.

Figure 20: H2.1: Reaction of the online Retailer



Source: own research

When a corporation does not respond to a consumer complaint, the hypothesis is confirmed: customers are less inclined to buy from that retailer.

H2.2: Dissatisfied customers will buy less likely again at the same online retailer.

Table 9: H2.2: Mann-Whitney-U test

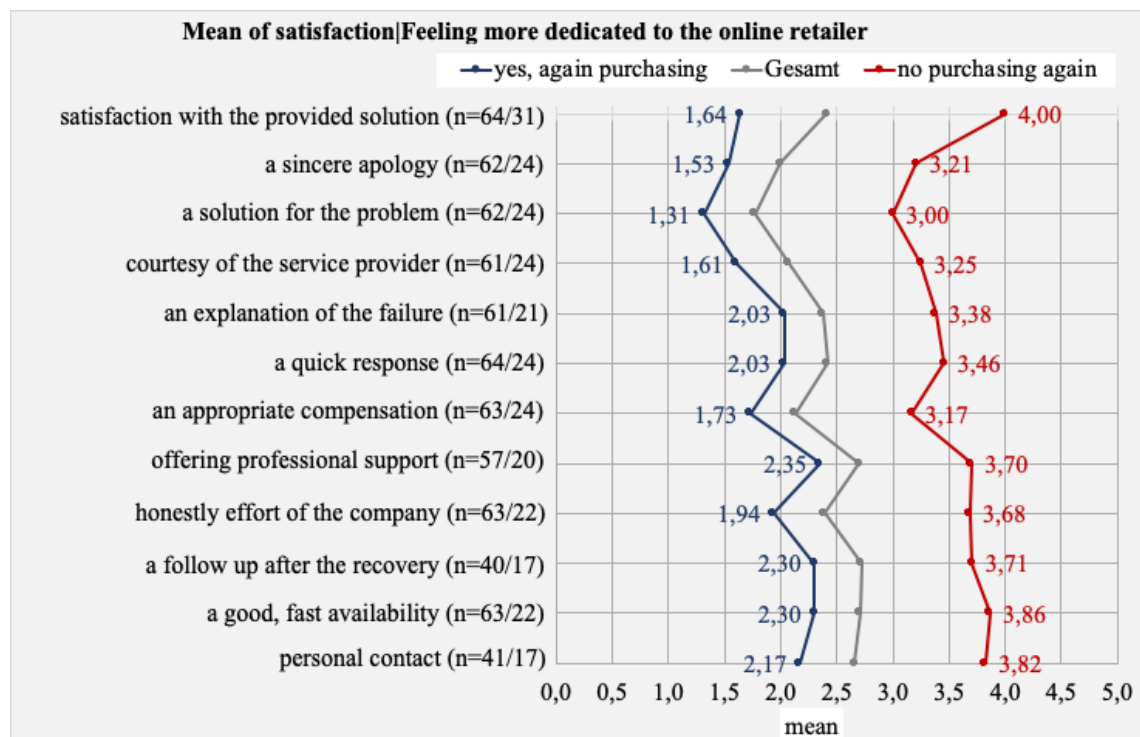
Mann-Whitney-U Test ^a												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	81.500	188.500	90.00	157.500	22.500	213.00	187.500	148.500	117.500	96.000	128.500	86.000
Wilcoxon-W	2161.500	2141.500	2170.000	2048.500	2118.500	2293.000	2202.500	1801.500	2133.500	916.00	2144.500	947.000
Z	-7.556	-5.686	-6.938	-5.906	-4.580	-5.506	-5.826	-5.188	-6.045	-4.427	-5.933	-4.611
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. group variable: again purchasing												

Source: own research

To see if there were any significant differences between the amount of repurchasing and the different features of a service recovery, a two-tailed Mann-Whitney U test was used. The two-tailed Mann-Whitney U test yielded a significant result.

Customers who were extremely delighted with recovery shopped substantially more frequently, while those who were just moderately satisfied shopped significantly less. In that instance, providing a remedy to the problem and a sincere apology are the two most important values.

Figure 21: H2.2: Mean of satisfaction



Source: own research

Clients who were extremely delighted with the service recovery shopped substantially more frequently, while those who were only somewhat or less satisfied shopped significantly less frequently.

H2.3: Customers will buy less likely again at the same online retailer with no/less effort.

The results of the chi square test of association (2x2) show the following results. There is compelling evidence of a link between a company's high level of effort and customers who return to that merchant.

$$\chi^2 (2, N = 94) = 43.10, p < .000.$$

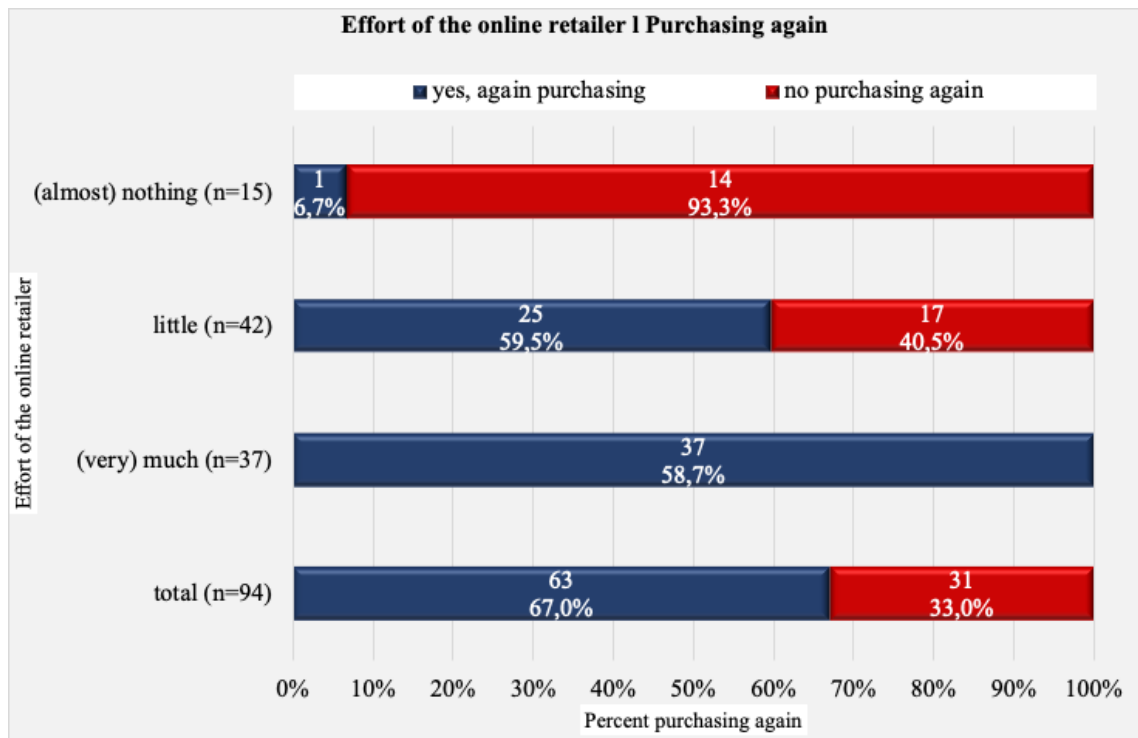
Customers desire to shop at that merchant again since the company put a lot of work into the service recovery process.

On the other hand, there is extremely significant evidence of a link between a (very) high level of customer effort and a customer's decision not to shop at that retailer again.

$$\chi^2 (1, N = 94) = 37.95, p < .000.$$

When a customer's personal effort is high, his or her inclination to purchase again is greatly reduced.

Figure 22: H2.3: Effort of the online retailer



Source: own research

To get a higher purchase rate, online sellers must demonstrate a high level of effort in resolving the problem. Customers appear to have vanished with (almost) no effort.

Customer purchases are much less likely at the chosen retailer when the company puts less/no effort into correcting the problem, according to the hypothesis.

4.2.3 H3: Customers recommend retailers after a service recovery.

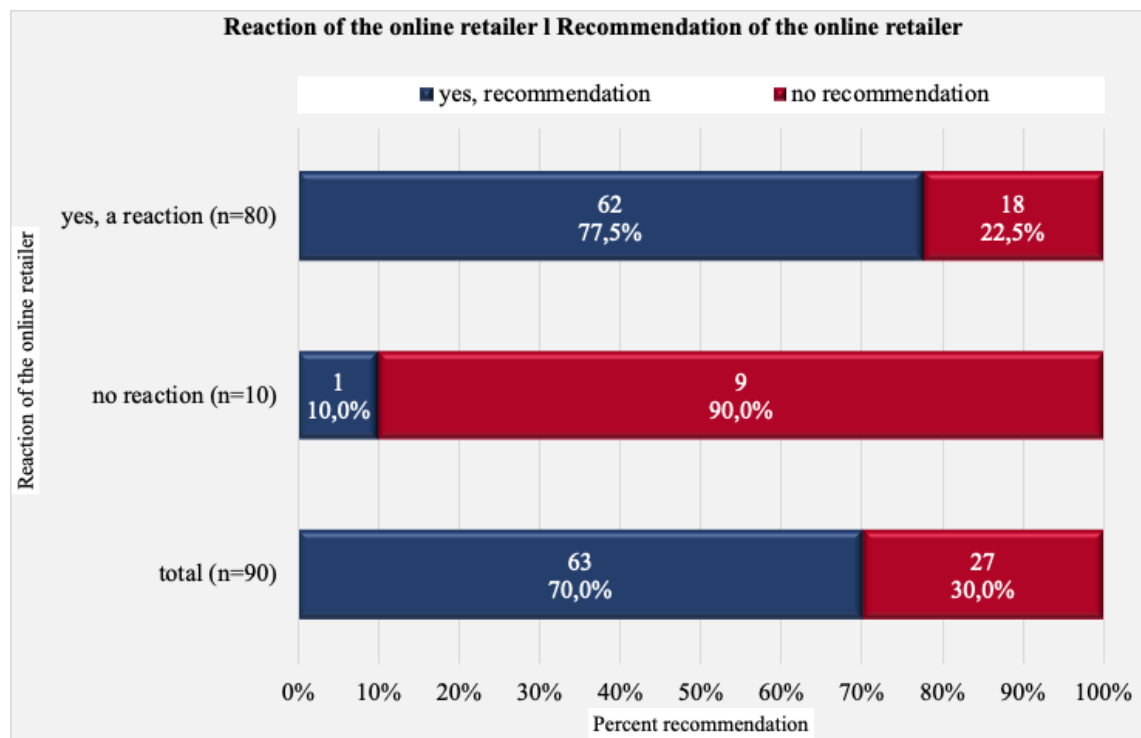
H3.1. Online retailers showing no reaction are less recommended than others.

The findings of the chi square test of association (2x2) demonstrate that there is a strong link between the online retailer's reply and a customer's suggestion.

$$\chi^2 (1, N = 90) = 19.29, p < .000.$$

Companies that react to a customer complaint are more recommended than companies, showing no reaction. Ninety percent of the customers, that did not receive any reaction will not recommend the retailer.

Figure 23: H3.1: Reaction of the online retailer



Source: own research

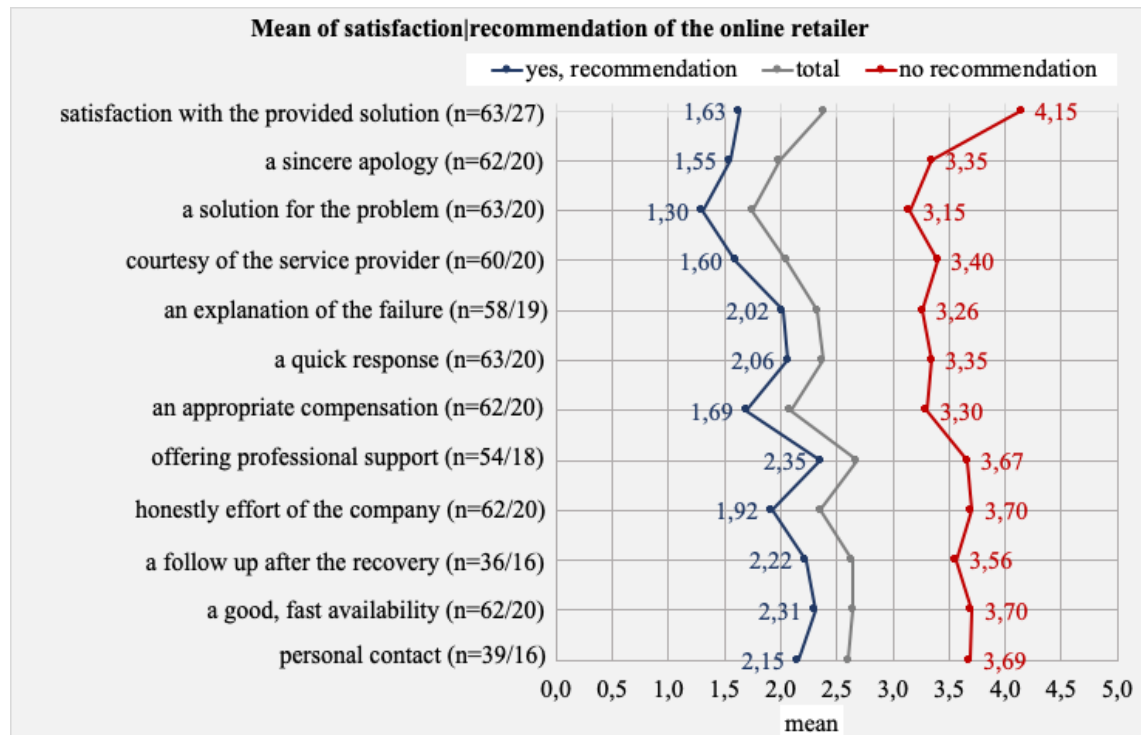
It is critical to appreciate the importance of a response for customers when managing service recovery and customer relationship management. Giving the consumer no response has a detrimental influence on the firm both now and in the future. Companies that elicit a response are far more likely to be recommended.

The hypothesis is correct: online sellers who show no reaction are substantially less recommended than those who do.

H3.2: Satisfied customers recommend online retailers more than dissatisfied customers.

To see if there were any significant differences between recommendation and the various features of a service recovery, a two-tailed Mann-Whitney U test was used. The result of the two-tailed Mann-Whitney U test was significant.

Figure 24: H3.2: Mean of satisfaction



Source: own research

Table 10: H3.2: Mann-Whitney-U test

Mann-Whitney-U Test ^a												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	83.500	154.000	79.000	120.000	229.500	233.000	124.000	151.000	118.000	98.000	180.500	101.000
Wilcoxon-W	2099.500	2107.000	2095.000	1950.000	1940.500	2249.000	2077.000	1636.000	2071.000	764.000	2133.500	881.000
Z	-7.067	-5.374	-6.487	-5.625	-3.975	-4.487	-5.829	-4.611	-5.692	-3.930	-4.996	-4.018
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000

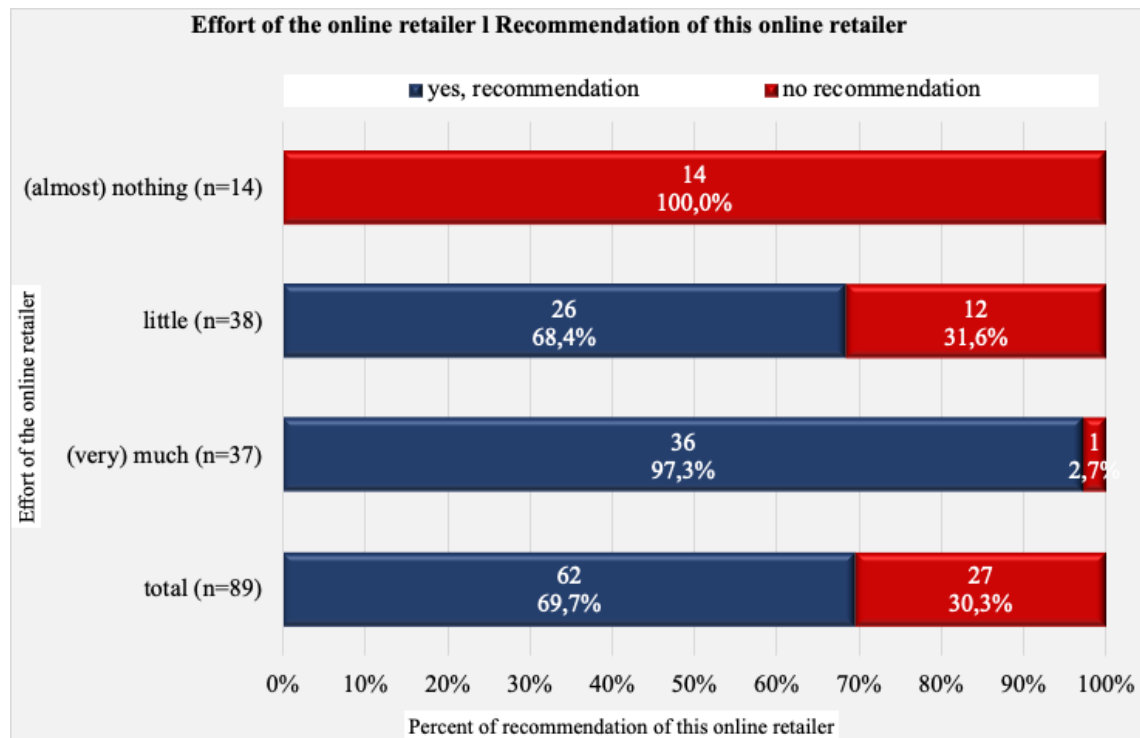
a. group variable: recommendation of this online retailer

Source: own research

Customers who are satisfied with the service recovery recommend online businesses substantially more frequently, proving the hypothesis. In that instance, providing a remedy to the problem and a sincere apology are the two most important values. Customers who are pleased with service recovery are more likely to suggest online retailers.

H3.3. Customers recommend online retailers with high effort more than those with low effort.

Figure 25: H3.3: Effort of the online retailer



Source: own research

The outcomes of the chi square test of association (2x2) demonstrate that there is a substantial link between the online retailer's almost no effort and the customer's lack of recommendation.

$$\chi^2 (1, N = 89) = 45.55, p < .000.$$

When the effort of the online retailer in the process was examined, 97.3 percent of customers recommended the online store (very much). Despite the company's (extreme) effort, 27% of respondents do not recommend the online shop.

Furthermore, there is clear evidence of a link between a high amount of customer effort and a lack of recommendation for the online merchant.

$$\chi^2 (1, N = 106) = 33.186, p < .000.$$

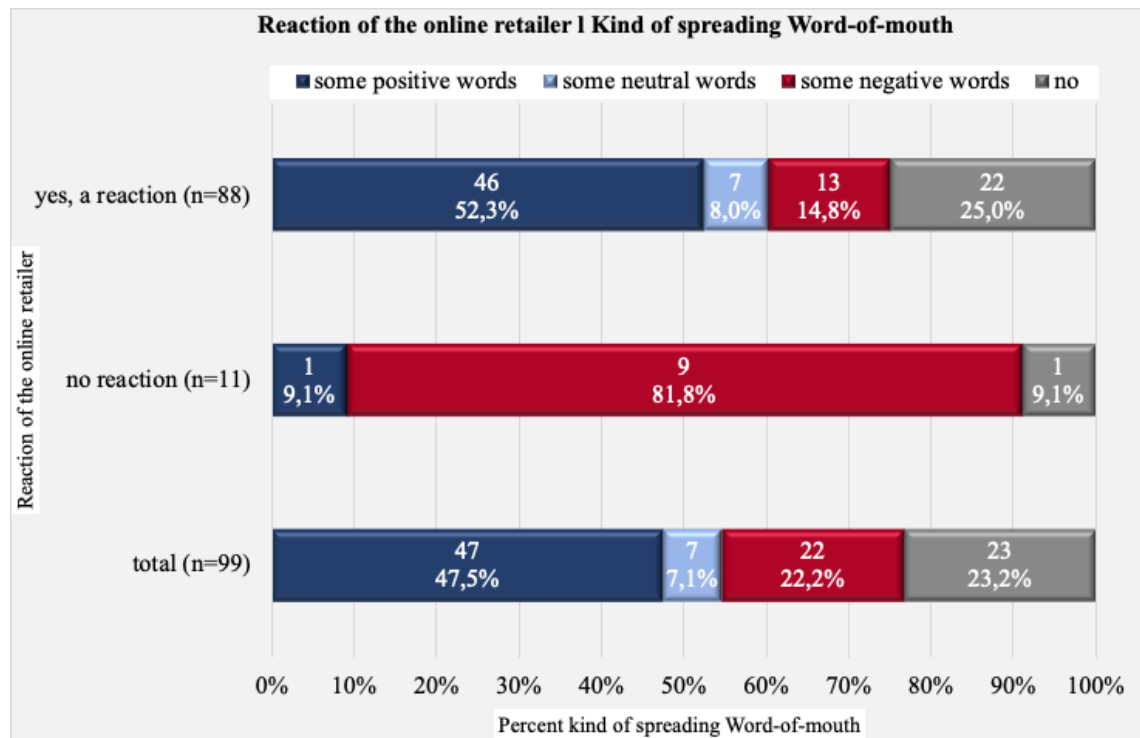
As a result, when customers put in a lot of effort to remedy the problem, they are less likely to suggest the online merchant. When the online retailer's effort is almost non-existent in the eyes of the customer, there is no recommendation.

Customers suggest high-effort online businesses substantially more than low-effort retailers, proving the hypothesis.

4.2.4 H4: Customers spread WOM after experiencing a service failure.

H4.1: Online retailer showing no reaction receive more negative WOM than others.

Figure 26: H4.1: Reaction of the online retailer



Source: own research

The findings of the chi square test of association (2x2) demonstrate that there is a strong link between the company's lack of reaction and the propagation of unfavourable WOM.

$$\chi^2 (1, N = 69) = 18.19, p < .000.$$

Negative WOM was spread by 81.5% of the respondents, 9.1% positive WOM and 9.1% nothing of those who got no reaction.

Even though there is a considerable difference between 91% of customers who did not receive a reaction and 75% of customers who did receive a reaction (negative) WOM, the difference is not significant. People who have not received a reaction to their complaint and tell others, significantly more often spread negative WOM than the customers with positive WOM.

Fifty two percent of the shoppers spread more positive WOM when they received positive WOM whereas 14.8% spread negative WOM. A quarter spread nothing and 8% some neutral WOM. Online retailers showing no reaction to customers have a risk to lose

reputation due to the relation to negative WOM. It might be an interesting topic for follow-up research to calculate the costs of that attitude.

The hypothesis is supported by the fact that online retailers that show no reaction acquire much worse WOM than those who do.

H4.2: Consumers spread more positive WOM after a successful service recovery than others.

If there were any significant differences between recommendation and the various features of a service recovery, a two-tailed Mann-Whitney U test was used. The result of the two-tailed Mann-Whitney U test was significant. In order to find out between which groups the individual differences lie exactly, tests must be carried out in pairs for two groups each.

Table 11: H4.2: Mann-Whitney-U test (all four groups)

All four groups												
	C7_satisfSolutionCat4	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Pearson Chi-Square	64.074	38.994	52.905	45.737	25.658	36.566	44.543	29.267	39.455	27.969	39.028	26.608
d	3	3	3	3	3	3	3	3	3	3	3	3
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. Kruskal-Wallis-Test												
b. group variable: spreading word-of-mouth												

Source: own research

Between the positive and negative groups, all satisfaction values differ dramatically.

Table 12: H4.2: Mann-Whitney-U test (positive/negative)

positive/negative												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	13.000	34.000	10.000	26.000	89.500	37.500	30.000	52.500	31.000	30.500	44.000	27.000
Wilcoxon-W	1141.000	1115.500	1138.000	1061.000	1217.500	1165.500	1111.000	955.500	1159.000	408.500	1172.000	523.000
Z	-6.819	-5.668	-6.380	-5.678	-4.505	-5.482	-5.636	-4.795	-5.5050	-4.345	-5.401	-4.614
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. group variable: spreading word-of-mouth												
b. not corrected												

Source: own research

Between the groups positive and no WOM all satisfaction values differ significantly.

Table 13: H4.2: Mann-Whitney-U test (positive/no)

positive/no												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	215.000	290.500	274.500	240.500	208.000	315.500	264.500	216.500	279.500	78.500	235.500	106.500
Wilcoxon-W	1343.000	1371.500	1402.500	1275.500	1336.000	1443.500	1345.500	1119.500	1407.500	456.500	1363.500	602.500
Z	-4.469	-3.182	-3.958	-3.738	-3.067	-3.071	-3.799	-2.833	-3.297	-2.994	-3.895	-2.541
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
a. group variable: spreading word-of-mouth												
b. not corrected												

Source: own research

Between the groups negative and no WOM the values differ significantly except for "an explanation of the failure".

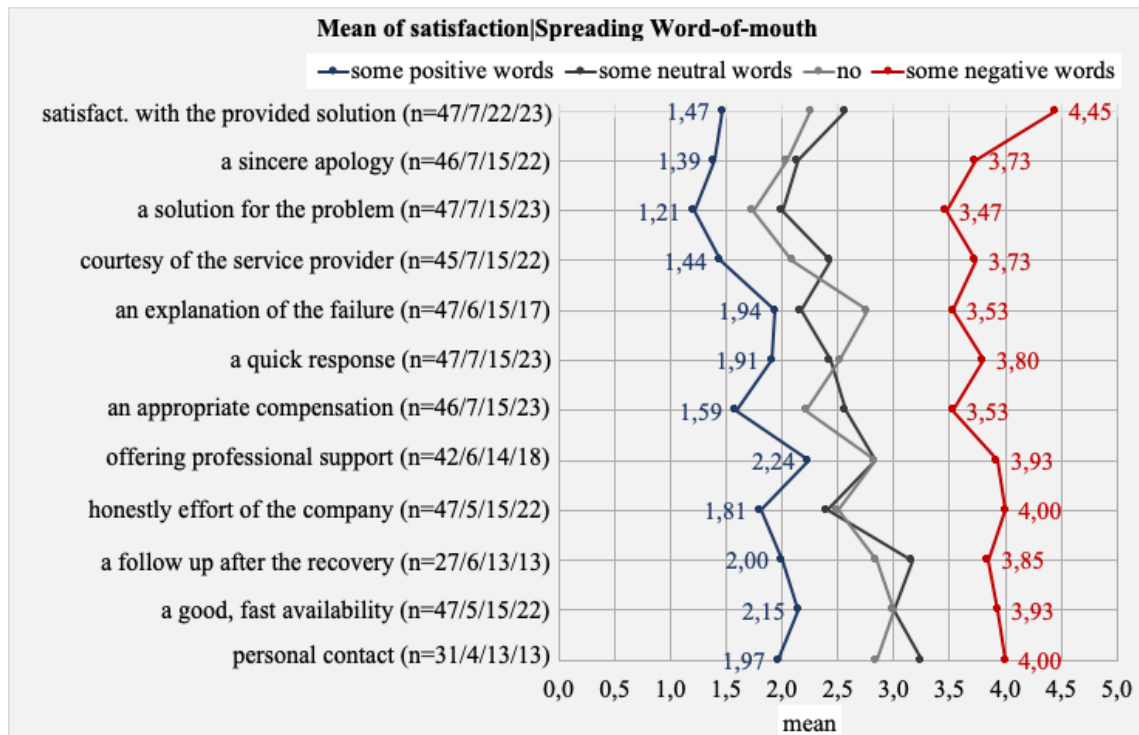
Table 14: H4.2: Mann-Whitney-U test (negative/no)

negative/no												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	30.500	50.500	20.500	34.000	79.000	51.500	49.000	44.000	39.500	34.500	64.000	30.000
Wilcoxon-W	306.500	303.000	296.500	287.000	232.000	327.500	325.000	215.000	292.500	125.500	317.000	121.000
Z	-5.307	-3.663	-4.800	-4.269	-1.920	-3.771	-3.922	-3.296	-4.031	-2.678	-3.316	-2.970
Asymptotic Significant (2-seitig)	.000	.000	.000	.000	.055	.000	.000	.001	.000	.007	.001	.003
a. group variable: spreading word-of-mouth												
b. not corrected												

Source: own research

The mean value table shows very well the different values. The group of those who spread positive WOM has mostly satisfaction values between 1 and 2, whereas those who spread negative WOM have values between 3 and 4. The two groups of neutral WOM and those who do not spread WOM are in the middle field with satisfaction values between 2 and 3.

Figure 27: H4.2: Mean of satisfaction



Source: own research

Since there are only two people who are dissatisfied the last two categories have been combined. The following significant differences can be seen as follow. The people who are very satisfied distribute significantly more WOM (92.9%). All shoppers (100%) who are very or "only" dissatisfied distribute significantly more negative WOM. The people in between who are satisfied and moderately satisfied, on the other hand, distribute significantly none WOM.

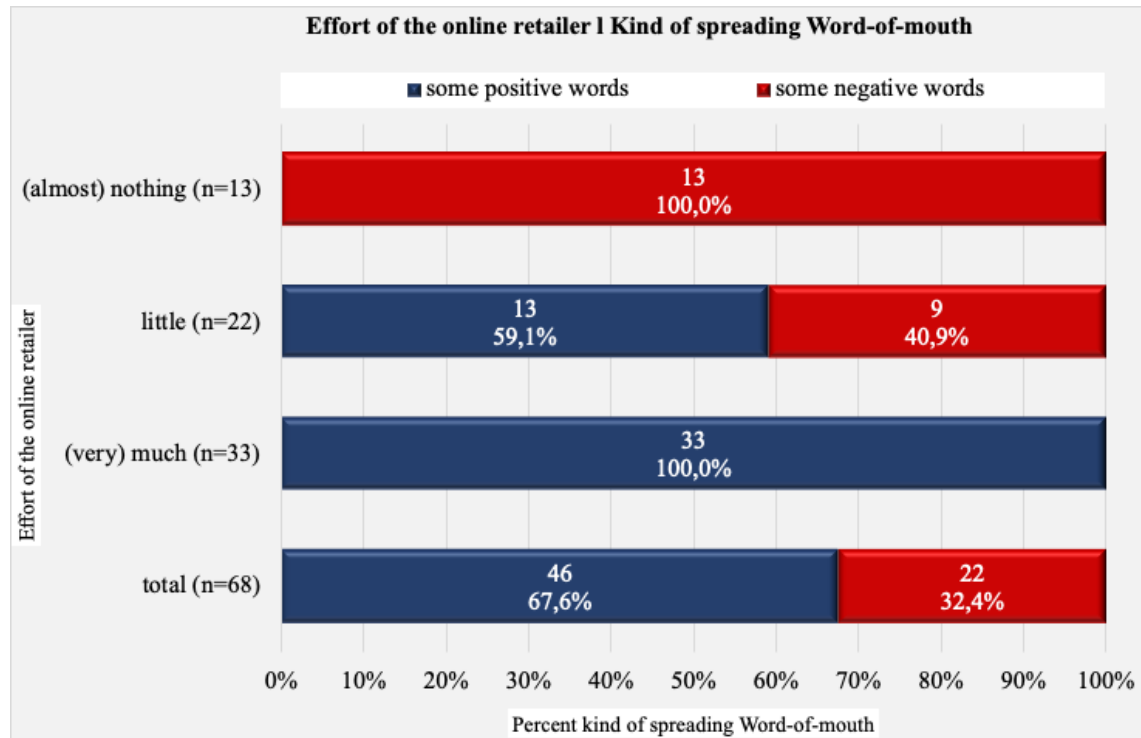
Individual happiness values reveal that people who are highly content and those who are less/not at all satisfied distribute significantly more WOM in the points solution for the problem, courtesy of the service provider, and appropriate recompense in the aggregate. In view of the expected values, the very satisfied distribute more positive WOM than the dissatisfied, whereby the latter distribute 100% negative WOM.

The hypothesis is confirmed, consumers spread significantly more positive WOM after a successful service recovery than others.

H4.3: Online retailers with a high effort get more positive WOM.

The results of the chi square test of association (2x2) show the following results.

Figure 28: H4.3: Effort of the online retailer



Source: own research

Firstly, there is compelling evidence of a link between the company's near complete lack of effort and the spread of unfavourable WOM.

$$\chi^2 (2, N = 68) = 43.70, p < .000.$$

Customers that propagate unfavourable WOM are met with service providers who show (virtually) no participation and put little effort in resolving the customer's issue.

Second, there is substantial evidence of a link between a high level of customer effort and the spread of bad WOM.

$$\chi^2 (1, N = 78) = 42.05, p < .000.$$

Shoppers spread negative WOM when they put most effort in the process. That is very interesting and lead to the assumption that shoppers want to have less effort in order to spread positive WOM.

The hypothesis holds true: online shops who put in a lot of effort get a lot more favourable WOM.

4.2.5 H5: Customers write an online review after experiencing a service failure.

H5.1: Online retailer showing no reaction receive more negative reviews on social media than others.

The results of the chi square test of association (2x2) show the following results.

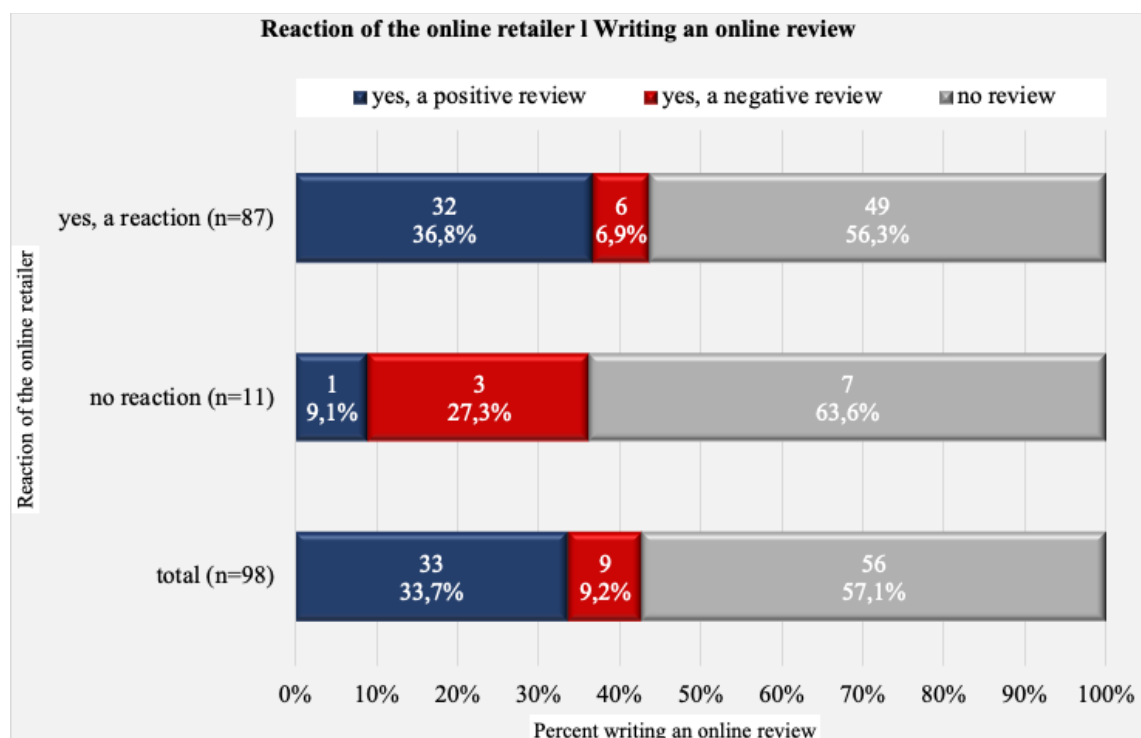
There is considerable evidence of a link between a high level of customer effort and the spread of bad WOM.

$$\chi^2 (1, N = 98) = 6.73, p < .035.$$

Since two cells (33%) had an anticipated count of fewer than five, the result may be more of a trend than a significant finding. Four persons left a bad online review out of the eleven customers who did not receive a response from the online merchant.

Because of the 0.035 and 33.3% too low cell occupied, it is not regarded a theoretically significant figure to be meaningful. Furthermore, the residuals are of a medium magnitude, however the negative reviews differ the most. WOM takes less time to complete than sitting down and writing a nasty review.

Figure 29: H5.1: Reaction of the online retailer



Source: own research

The hypothesis is confirmed: online retailers who exhibit no reaction on social media receive much more bad ratings than others.

H5.2: Consumers who are dissatisfied with the service recovery complain more than others on social media afterwards.

A two-tailed Mann-Whitney U test was conducted to examine whether there were significant differences in between recommendation and the different aspects of a service recovery. The satisfaction levels of the three categories (positive, negative, and no review) varied significantly. The paired tests that follow demonstrate which groups vary in each situation.

Table 15: H5.2: Mann-Whitney-U test (all groups)

All three groups												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Pearson Chi-Square	41.778	29.115	32.285	20.932	18.758	22.444	20.417	15.658	17.929	16.129	23.718	7.178
d	2	2	2	2	2	2	2	2	2	2	2	2
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.028
a. Kruskal-Wallis-Test												
b. group variable: writing an online review												

Source: own research

Between the positive and bad ratings, all individual satisfaction values are significantly different

Table 16: H5.2: Mann-Whitney-U test (positive/negative reviews)

positive/ negative reviews												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	1.000	12.500	5.000	18.000	35.500	31.000	11.500	25.000	28.000	14.500	23.500	19.500
Wilcoxon-W	526.000	573.500	566.000	514.000	596.500	592.000	539.500	460.000	589.000	257.500	584.500	272.00
Z	-5.051	-4.338	-4.875	-4.875	-3.041	-3.289	-3.998	-3.261	-3.365	-3.040	-3.716	-2.687
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.002	.001	.000	.001	.001	.002	.000	.007
a. group variable: writing an online review												
b. Not corrected												

Source: own research

There are considerable disparities in the other satisfaction levels between the good and no reviews, aside from professional help and personal interaction.

Table 17: H5.2: Mann-Whitney-U test (positive/no review)

positive/ no review												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	372.000	354.000	385.500	445.500	385.000	429.500	495.500	456.500	502.000	158.500	375.000	271.000
Wilcoxon-W	933.000	915.000	946.500	941.500	946.000	990.500	1023.500	891.500	1063.000	411.500	936.000	524.000
Z	-4.978	-4.718	-4.741	-3.512	-3.777	-4.129	-3.393	-2.190	-3.064	-3.453	-4.317	-1.627
Asymptotic Significance (2-sided)	.000	.000	.000	.000	.000	.000	.001	.029	.002	.001	.000	.104
a. group variable: writing an online review												
b. Not corrected												

Source: own research

Significant variations between bad and no reviews, on the other hand, can be discovered solely in the proper remuneration.

Table 18: H5.2: Mann-Whitney-U test (negative/no review)

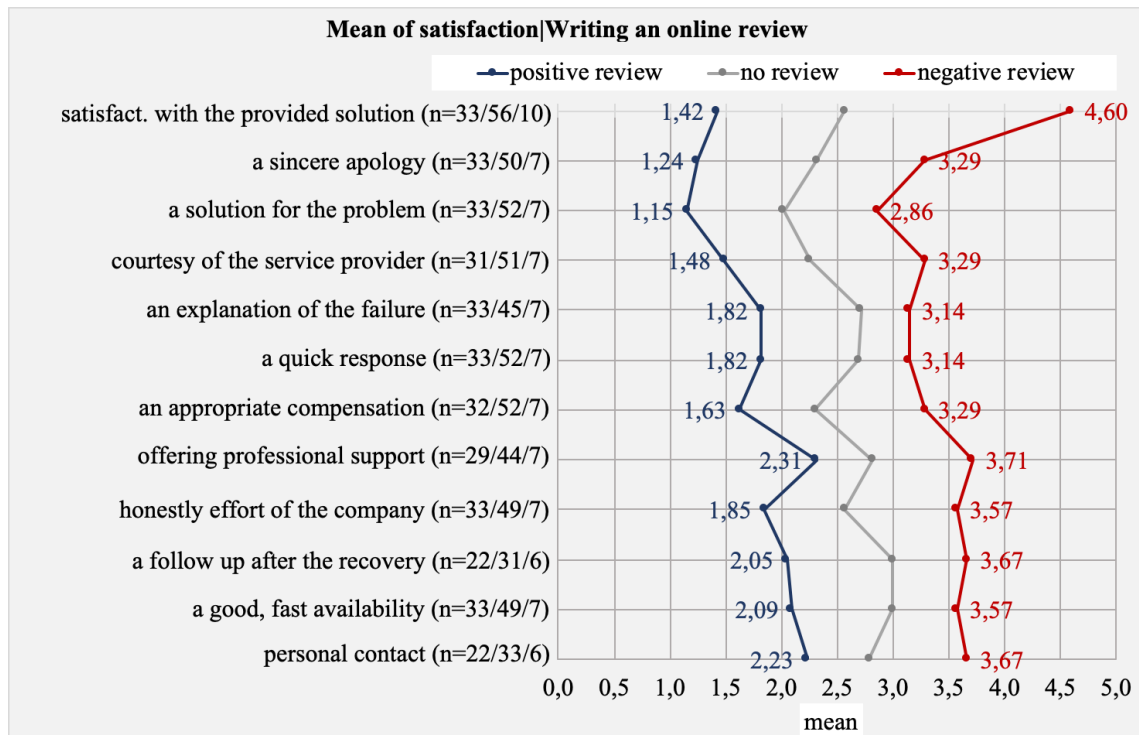
negative / no review												
	Satisfaction with the provided solution	Sat. [a sincere apology]	Sat. [a solution for the problem]	Sat. [courtesy of the service provider]	Sat. [an explanation of the failure]	Sat. [a quick response to my questions and my failure]	Sat. [an appropriate compensation]	Sat. [offering professional support]	Sat. [honestly effort of the company to solve my issue]	Sat. [a follow-up after the problem was solved]	Sat. [a good and fast availability of the company]	Sat. [personal contact by telephone]
Mann-Whitney-U	64.000	105.000	79.000	87.500	125.000	131.500	75.000	77.500	91.000	58.500	110.000	63.000
Wilcoxon-W	1660.000	1380.000	1457.000	1413.500	1160.000	1509.500	1453.000	1067.500	1316.000	554.500	1335.000	624.000
Z	-4.042	-1.766	-2.579	-2.288	-.911	-1.246	-2.668	-2.189	-2.067	-1.485	-1.596	-1.447
Asymptotic Significance (2-sided)	.000	.077	.010	.022	.362	.213	.008	.029	.039	.137	.111	.148
a. group variable: writing an online review												
b. Not corrected												

Source: own research

The cell occupancy is too low, and major events should not be deemed valid in and of themselves. Individual variances do, however, stand out and can be identified as a trend.

Consumers who are disappointed with service recovery complain substantially more on social media than others, proving the hypothesis.

Figure 30: H5.2: Satisfaction with the provided solution



Source: own research

H5.3: Online retailers with a high effort get more positive reviews.

The results of the chi square test of association (2x2) show the following results.

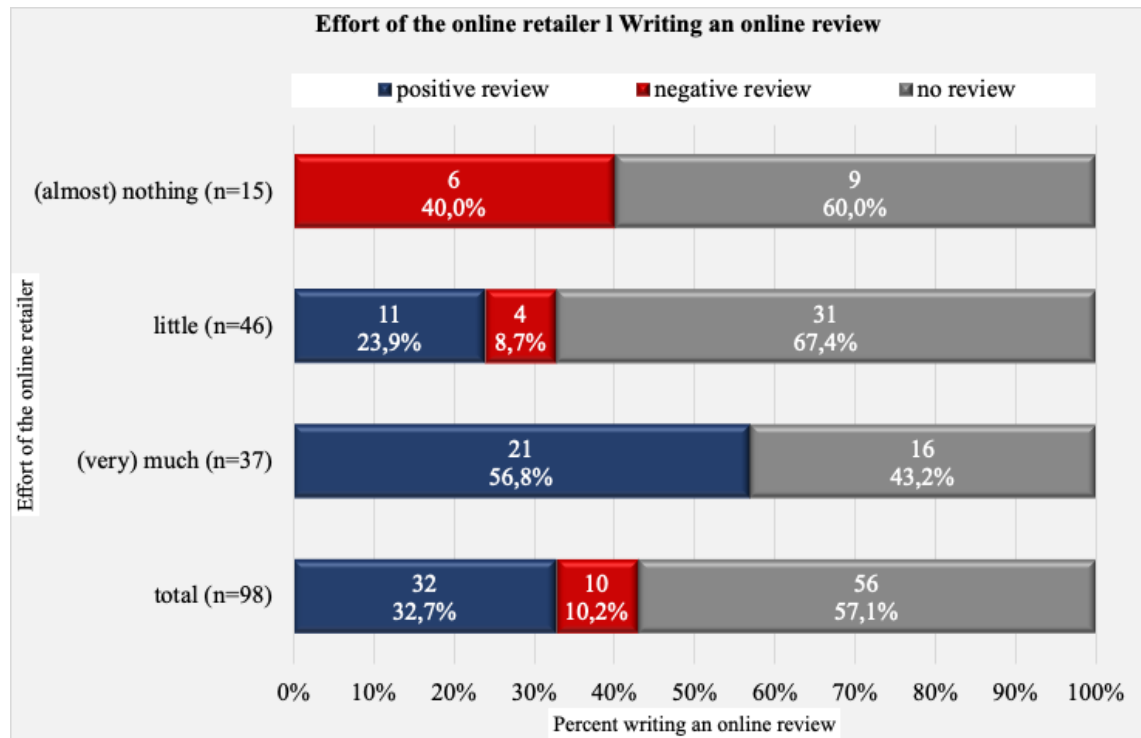
There is substantial evidence of a link between a customer's increased effort and submitting an unfavourable internet review.

$$\chi^2 (2, N = 120) = 27.96, p < .000.$$

Related to spreading WOM, the greater the customer's effort, the greater their readiness to communicate their unfavourable experience, whether in writing or orally. Online shops who put (a lot of) effort into the problem are not confronted with customers leaving unfavourable or general reviews. On the other hand, when online retailers failed to make any effort in the service recovery process, 40% of customers left a bad review.

The hypothesis is confirmed: internet retailers who put in a lot of effort get a lot more positive feedback.

Figure 31: H5.3: Effort of the online retailer



Source: own research

4.2.6 H6: Customers complete the purchase after experiencing a service failure.

H6.1: Customers experiencing a positive service recovery completed the purchase or use the same online retailer more often than customers with a bad experience.

The chi square test of association (2x2) reveals that there is substantial evidence of a link between an extremely unsatisfied solution and stopping buying/buying elsewhere.

$$\chi^2 (2, N = 90) = 52.61, p < .000.$$

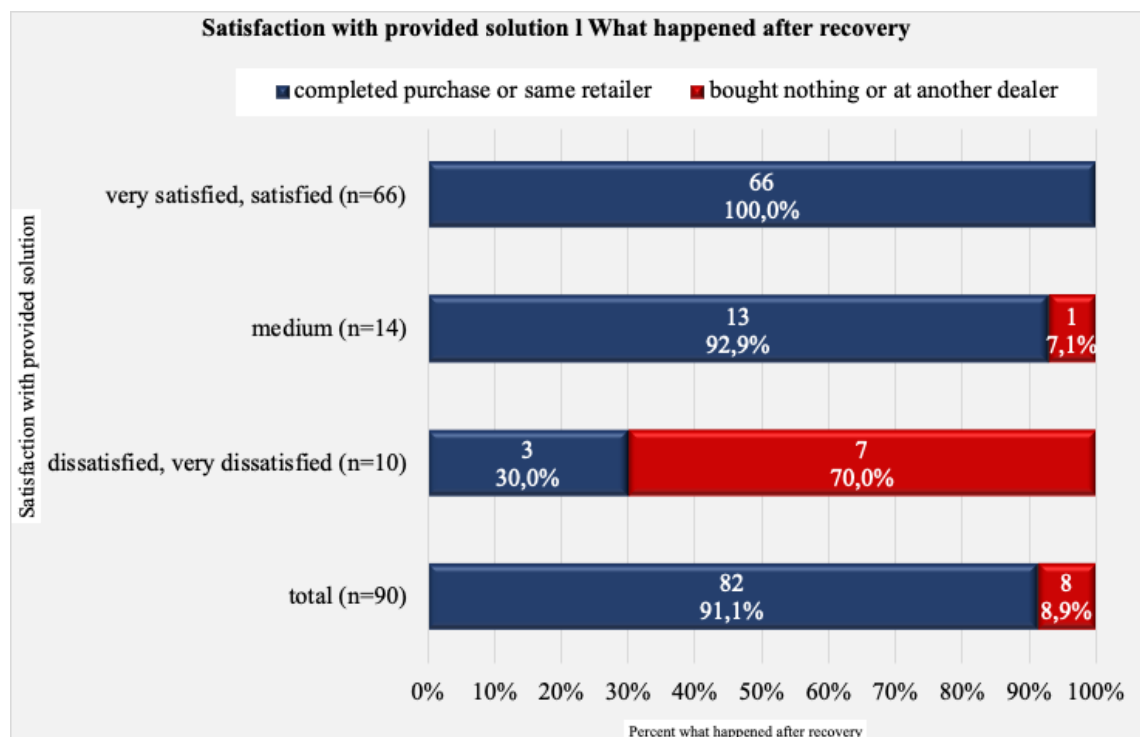
Two cells (33%) have expected count less than 5 so the result might be more a tendency than a significant one. People who are extremely disappointed are more likely to shop elsewhere or buy nothing at all.

The reactions are divided into two groups in this section. Those who continued to buy make up the largest group. Those who bought from the same retailer later or in the store were added. The second group consists of people who either cancelled their order or switched to a different retailer.

People who are extremely dissatisfied shop at a different retailer more frequently or do not buy at all. Although the cell occupation is on the borderline, it is included due to the highly significant p-value.

Consumers who had a favourable service recovery finished the transaction or used the same online store substantially more often than customers who had a negative service recovery.

Figure 32: H6.1: Satisfaction with the provided solution



Source: own research

H6.2: Customers experiencing a positive service recovery continue the intended purchase more often than customers who do not even complain.

The chi square test of association (2x2) results suggest that there is substantial evidence of a link between a customer complaint and a completed purchase.

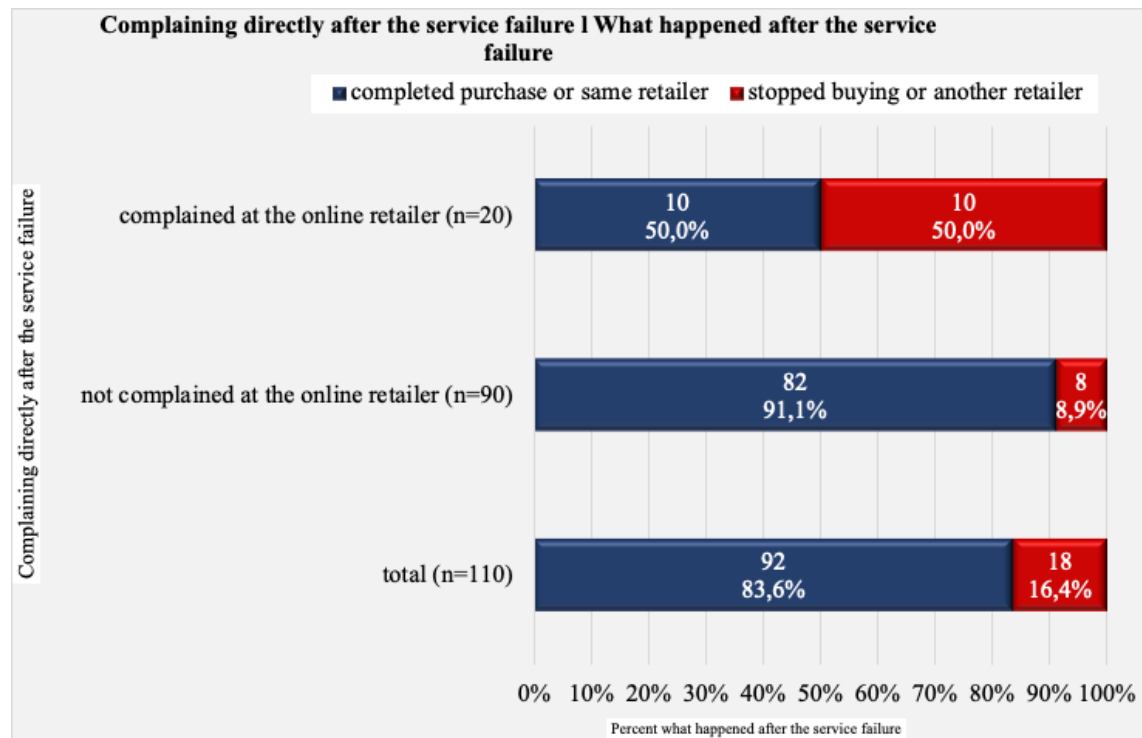
$$\chi^2 (1, N = 110) = 20.21, p < .000.$$

Customers who complained were more likely to shop at that retailer again than those who did not.

Here, a new group variable yes/no complained was formed, which includes individuals who have not complained as well as the rest of the population. For both groups, the variable "happened" is now combined. This demonstrates that the hypothesis

is correct. People who have complained shop at this retailer substantially more frequently than those who have not.

Figure 33: H6.2: Complaining directly after the service failure



Source: own research

5 Discussion

Service recovery is regarded as an important aspect of eCommerce by scholars and managers for years. Consumer awareness as well as customer centricity are the main priorities in that area. Several scholars theoretically proposed that the whole service recovery process should be completely understood from an organizational perspective and Hart et al. (1990) and others recognised that an integrated service recovery system is key in order to get optimum results. Long-term sustainability forces online retailers to adopt to an integrated marketing and customer service strategy that promotes employee satisfaction and efficiency.

5.1 Previous Research

Company responses to customer complaints have been paid less attention (Conlon & Murray, 1996). Service recovery is a key element for a long-term relationship with customers (Smith et al., 1999). The following topics are not well understood (McCollough et al., 2000):

- What are the essential components of a good service recovery strategy?
- What criteria do customers use to assess service recovery efforts?
- What effect does a good service recovery have on customer satisfaction and intent to behave?

The reaction to a service failure of a company may restore customers satisfactions or make it harder for them to switch to other brands and services (Smith & Bolton, 1998). According to Hart et al. (1990), more than half of a company's efforts to respond to complaints reinforce unfavourable perceptions of a service, therefore understanding what defines a successful service recovery is crucial.

Customers are disappointed for a variety of reasons, including how service providers respond to their complaints (Spreng et al., 1995). Bitner et al. (1990) noted that 42.9% of unsatisfied customers derive from the incompetence from service providers. Companies may develop cost-effective and smart models to solve issues and achieve higher levels of customer retentions and profits (Blodgett et al., 1997).

5.2 Contribution to the literature

Organizations, according to Czepiel (1990), focus on the service itself in their efforts to constantly improve service delivery, although service interactions and social

exchanges are identified as the major variables in the literature. According to scholars, efforts to achieve customer service standards should focus on systemic chances for sociability and stronger involvement between consumers and service providers, resulting in more favourable procedural and interactional fairness and more pleased customers (Tax & Brown, 1998).

The outcomes of this study support prior findings that remuneration has a beneficial impact on customer satisfaction and repurchase intent (Smith et al., 1999). Bitner (1990) stated that services providers explaining that a service failure was uncontrollable may get a positive reaction from the customers. In this research, shoppers regard the explanation of the problem as not that important and no significant results have been found.

5.3 Managerial implications

In general, the tasks of management are described by Drucker (1974) as follows:

1. the definition of the organisation's objectives
2. the development of a strategy to achieve these objectives
3. the organisation and coordination of the factors of production
4. the supervision of employees and/or volunteers in the production of private or public commodities.

Providing a heartfelt apology is viewed as a big "must do." A simple "thank you" appears to be more significant than one may anticipate. Another important success factor is a strong senior management support in all respective areas. Hereafter, the following managerial implications have been evaluated as particularly important.

5.3.1 Technology

New technologies are exciting in terms of customer service, support and success. The advantage of video, real-time messaging, chat bots and artificial intelligence, self-service and even customer success itself offer the potential for big changes. Because any well-designed customer journey is only as good as the data that goes into it. A successful customer journey depends to a large extent on the execution of the processes.

Real-time data must also be available to enable real-time analysis and insight. New technologies such as next-generation cloud systems, API-driven middleware, block chain and microservices are transforming the traditional IT backend into a high-speed IT backbone, enabling customer applications in completely new ways.

5.3.2 Readiness

Senior management must create a framework and an atmosphere that allows for customer service and the handling of service faults. The customer service employees are an important figurehead of a company. The goal is for the consumer to leave the conversation satisfied and with a satisfactory response to his request. This is not always easy when there are different interests.

Dealing with complaints is a challenge for many people. Particularly in direct customer conversations, emotions can quickly arise which make it difficult to consider things rationally. A successful service recovery, on the other hand, provides a fantastic chance for customer loyalty and a higher repurchase intention. The need is that complaints are viewed as a positive challenge rather than a failure.

For that reason, training of staff is very important. Also, customers and business partners benefit from that. A more efficient workforce is able to serve its customers more effectively, which leads to improved service quality and customer advice tailored to their needs. The transfer of knowledge throughout the company should not be underestimated either, especially as expertise and skills are shared among colleagues.

5.3.3 Channel for communication

Companies are supposed to encourage their customers to complain internally without using external channels such as social media platforms. However, online retailers must check complaint forums on a regularly basis and respond as soon as possible or provide the users with a feedback tool to keep complaining consumer on the website rather than complaining externally (Goetzinger et al., 2006).

Negative eWOM is a threat for every organisation and Maxham (2001) described it as a key factor of a positive service recovery. WOM is regarded as a very powerful communication tool between customer (Derbaix and Vanhamme, 2003) and the personal influence on others may lead to a change in and individual's behaviour (Sweeney et al., 2008). In addition, post-recovery happiness has a deleterious impact on WOM (Choi & Choi, 2014). Therefore, is important to keep the complaints internal.

In order to establish an internal communication channel, retailers may have different options to get the shopper's attention:

- Locate a link on the website to a specialized complaint department or customer service manager.

- Use new technologies such as chatbots or private online chatrooms
- Ask the customer by mail about their experience
- Put a message/letter into the order and ask for feedback
- Provide a toll-free number

Having such tools in place, it is key to make it as easy and comfortable to complain for the customer as possible. Holloway and Beatty (2003) stated, and this research underlines that perspective, that complaining seems to be too much trouble for the shoppers.

A poor website design or hidden information have a negative impact as well. However, Goetzinger et al. (2006) noted that online retailers benefit from an internal communication tool because information comes much faster and companies are able to react also quicker.

However, some unsatisfied customers do simply not complain. Those so-called silent complaints are an issue for online retailers because they have no chance to act or try to keep and provide a positive service recovery towards the customer. Online retailers need to find a way to encourage silent customers as well to complain in order to have at least the opportunity to manage the process. A more passive strategy such as providing a link seems to be insufficient but an active approach, where shoppers are encouraged to address their issue actively might be an opportunity.

The main goal of a successful service recovery and providing such a state-of-the-art framework is to increase customer loyalty and encourage shoppers to buy again in the future that is way a dedicated channel seems to be a key success driver.

5.3.4 Document

Everybody knows it and nobody likes it, if you always end up with a different contact person when calling customer service. It is better to automatically route calls, e-mails etc. to a fixed contact person. You may need to comprehensively report what has occurred, the causes, factors, people or entities involved, solutions, dates, durations, and any information that counts when things have been resolved.

Doing so allows you to consider potential trends or patterns that you can expect in the future. It is also a tool of figuring out what went wrong. For instance, if the last five documents say that mistakes happened at a similar hour every day, you may want to look at who is on duty at those times.

5.4 Limitations and directions for further research

A web-based survey has several advantages, including fewer costs, better timeliness, and less material. The data, on the other hand, may be compromised. According to Blom et al. (2015), self-selection is a significant drawback of conducting a web-based survey because respondents are not chosen at random, which could contribute to bias. Other hurdles include inadequate data, high non-response rates, and internet accessibility. These aspects make it difficult to generalize the data and the quality.

Online surveys, as Wright (2005) pointed out, can enable access to a specific group that mostly congregates online, as is the case in this study. Respondents tend to be more honest with their answers with the lack of a human interviewer (Chang & Krosnick, 2010).

Responses rates to online survey are lower than telephone or mail surveys. Participants are more likely to quite half-way when the level of motivation decline. However, also the interface may have an impact on the results and the behaviour of the participants (Tourangeau et al., 2013). However, the device used to complete the survey may have an impact on the drop-out rate. Because of the smaller keyboard size on smartphones and tablets, they tend to submit shorter replies and are less likely to complete the survey (Lambert & Miller, 2014).

This research focus on students in CEE so the results might not be generalized for the whole public. Further, the overall impact of COVID-19 in that specific case is very unclear regarding online shopping behaviour, availability of participants, issues of online retailers.

Conclusion

The goals of this study were to look into the impact of service recovery on students in an online sports nutrition and supplement environment, as well as to contribute to the development of theoretical models of online service recovery efforts and managerial implications that could help service businesses better understand how customers evaluate services.

The hypothesis mentioned in chapter two and analysed in chapter four have all been confirmed.

Table 19: Hypothesis tested

H1: Customer feel more dedicated to an online retailer after a service recovery.	confirmed
H2: Customers considering purchasing again at the retailer after a service failure.	confirmed
H3: Customers recommend retailers after a service recovery.	confirmed
H4: Customers spread WOM after experiencing a service failure.	confirmed
H5: Customers write an online review after experiencing a service failure.	confirmed
H6: Customers complete the purchase after experiencing a service failure.	confirmed

Source: own research

The new scientific results can be summarized as follows. Online shops must equip and empower their employees to respond promptly and effectively to service outages. These policies can be enforced effectively only when the service providers are well qualified and are familiar with the framework and the policies. Further, it is important that both, online retailers and employees learn from service failures and limit the possibility of potential service failures, which can be more valuable to online companies.

People who shop online based on product variety or discreet shopping have experienced service failure significantly more often than others. That may reflect to a process failure. A third of the respondents said they had encountered a process failure, such as an order not being delivered or receiving the wrong goods. For future research it is recommended to investigate the kind of process failure in an online environment in more detail. The share of people receiving a process failure is very high and logistics might play an important role in that case and could lead to a competitive advantage and reduce the possibility of a service failure.

Slightly significantly more people who shop online based on reviews have also experienced a service failure. On the other hand, the assumption that people who shop online based on COVID-19 have experienced more service failure is not significantly confirmed. It is assumed that shoppers buying because of COVID-19 may have a lower level of expectation and do not experience a service failure as intense as heavy shoppers do.

The majority of the respondents used a mobile phone for online shopping whereas only a third used a PC or Notebook. People who order with a PC or notebook have a lower rate of service failure than those who order with a tablet or smartphone. Incomprehensibly, there still exists website that are not responsive. The trend to use the smartphone instead of a PC is ongoing and online retailers miss a huge opportunity if they are not ready for the smartphone shoppers. Even that situation may lead to a service failure because shoppers feel unhappy or recognise a technical failure due to missing buttons or facing a bad and misleading design.

However, it shows that people who use a PC or notebook are on average significantly older than those who use a mobile phone or tablet. In-depth research shows that regardless of the input device, people who have experienced service failure are significantly younger than those who have not. One reason behind might be the expected results of the younger generation in an online environment. In general, the level of expectation seems to be very high in this specific environment.

Only 83% of the shoppers complained at the retailer. Half of the respondents wrote an e-mail or used the online form. However, 17% do not voice their dissatisfaction, and a third of those who did not voice their dissatisfaction stated that it made no sense. For six people it was not so important. Seven out of twenty-one had troubles to find the right telephone number, contact details or nobody was available. It seems to be dangerous in terms of repurchase intention and reputation to have that many shoppers who did not complain because they it made no sense to them. This result is an alarm signal because it is very unclear what those people do.

The large majority of the respondents who complained, completed the purchase anyway. Only 8% decided to send the products back. 7% bought somewhere else, either online or at a different store. Shoppers who express their feelings and receive at least an answer tend to be result oriented. The results of the people who did not complain is different. Just 41% of those who had a service failure went ahead and made the purchase anyhow. Lost orders are the consequences of non-complaining customers. From a

managerial perspective it makes sense to encourage customers to complain if they experienced a service failure. Ideally in a very ease and clear way

This study describes the four most important reactions by an online retailer:

1. Finding a solution to the issue
2. A sincere apology
3. The service provider's civility
4. An appropriate compensation.

In the literature, Smith et al. (1999) describe similar attributes that influence the satisfaction level of the customers: Compensation, Response speed, Apology and Initiation

More than 70% were either very satisfied or satisfied with the reaction of the company. In contrast more than 20% of the respondents were very unsatisfied or unsatisfied with the personal contact by phone and the good and fast availability of the company. But, over 12% of online shops have demonstrated no response to customers who have complained. The key learning here is, when contact details are provided then online retailers are supposed to answer quick in a polite and helpful way.

Surprisingly, 75% of respondents who received a response from the company plan to purchase at this online retailer again, whereas no response resulted in nearly 91% of buyers deciding not to shop there again. No response is a terrible habit that has a negative impact on the behaviour of shoppers. Customers who have received a response from an online merchant are more inclined to buy from them again, which is one of the main purposes of having loyal customers.

Customers, on the other hand, are far less likely to shop at the chosen online retailer if the company does not respond to the complaint. Companies that react to a customer complaint are more recommended than companies, showing no reaction. Approximately 90% of customers who did not receive a response will not recommend the retailer.

As a result, it is crucial for service recovery management and customer relationship management to understand the significance of a response for customers. Online retailers' management must recognize that supplying customers with no response has a negative influence on their business today and in the future. Companies that show a reaction, on the other hand, are suggested substantially more frequently.

The SRP describes a situation in which a successful service recovery results in a higher level of customer satisfaction; paradoxically, it makes a customer more satisfied

than a customer who has never had a problem (McCollough et al., 2000), and Spreng et al. (1995) noted that the service provider's handling of the complaint is the key success driver for customer satisfaction.

More than 41% of respondents felt more committed to the online merchant after the service recovery, and nearly 60% were contemplating purchasing again and recommending that company. Shoppers who are really concerned about themselves and put in a lot of effort are less committed to the online retailer. Customers, where the own effort was not higher than the company one's feel more dedicated.

Consumers who witness a high level of effort and company participation in the recovery process reward that behaviour with increased commitment. Customers want to know that someone cares about them, thus online shops must understand this. Customers who put in the same amount of effort as the company feel more connected. This is an important key takeaway that the effort of the companies needs to be higher than the effort of the customer in order to have a chance to receive more dedicated shoppers and even a SRP.

This study provides empirical evidence of the SRP in an online setting, as customers who receive a response, a positive service recovery, and a high level of customer effort are much more committed to the online business.

Unsatisfied customers have a negative view of the company or the products and tend to buy from somewhere else (Pan & Zinkhan, 2006), whereas satisfied customers have a much stronger repurchase intention (To et al., 2007).

In this study's repurchase intention, it's interesting to notice that all customers desire to buy from the online retailer again after the company put in a lot of work in the service recovery process.

However, when the own effort of the customer is very high the willingness to purchase again drops significantly. To earn a greater purchase rate, online sellers are encouraged to put up a lot of effort in resolving the problem. With (almost) no effort the customers seem to be gone.

Rakić & Rakić (2014) noted, that eWOM is most influential way of communication dissatisfaction to other consumers. This change forced companies to react and they started using social networks in order to react to negative WOM, generate purchase intention and awareness (Coulter & Roggeveen, 2012).

Within this research, 81.5% of the respondents spread negative WOM, but only 9.1% positive WOM of those who got no reaction. Shoppers who have not received a

reaction to their complaint and tell others, do more often spread negative WOM than the customers with positive WOM. Shoppers spread negative WOM when they put most effort in the process. That is very interesting and lead to the assumption that shoppers want to have less effort in order to spread positive WOM.

When online retailers show no reply, no involvement, and no effort in resolving a customer's issue, they risk losing their reputation to customers who disseminate negative WOM. That appears to be crucial, and online retailers must establish an environment in which unsatisfied customers can direct their rage at the service provider rather than the internet. It might be an interesting topic for a follow-up research to calculate the costs of spreading negative WOM in an online setting.

Similar to the situation with spreading WOM the higher the effort of the customer is the higher is their willingness to share their negative experience, either in writing or oral. Online retailers putting (very) much effort into the situation are not confronted with shoppers writing either a negative or a review in general. When online shops did not make any attempt in the service recovery process, 40% of customers left a bad review. More than half expressed themselves on Facebook and Instagram. Together with Amazon it counted for seventy five percent of the channels where they wrote their review.

Facebook, Instagram an Amazon were also the channels where people wrote positive reviews. On the other hand, negative reviews were mainly written on Facebook. According to Gruen et al. (2006), maintaining the social manager channels is vital since shoppers rely on eWOM such as review sites more than offline sources. WOM is done faster than sitting down and writing a negative review. However, these behaviours may have major ramifications for the online shop, such as decreased loyalty and repurchase intent.

Resumé

Obchod s výživovými doplnkami pre športovcov v posledných rokoch rastie a online obchod je popri bežnom kamennom obchode dôležitým maloobchodným kanálom. Od prvého lockdownu v marci 2020 význam online obchod ešte narastá. V roku 2018 dosahoval celosvetový trh s výživovými doplnkami hodnotu 50,84 mld. dolárov a do roku 2023 sa predpokladá, že bude mať hodnotu 81,5 mld. dolárov (Wunsch, 2020). Viacerí autori skúmali používanie doplnkov zo strany študentov (Jahan a kol., 2021; Hegazy a kol., 2020; AlTamimi, J. Z., 2019). Produkty športovej výživy sú určené na to, aby pomohli ľuďom dosiahnuť ich ciele v oblasti fitness doplnením živín stratených počas cvičenia (Wunsch, 2020). Výživové doplnky, výživové ergogénne pomôcky, športové doplnky, športové jedlá a terapeutické výživové doplnky sú len niektoré z terminológie používanej na opis širokej škály položiek, ktoré tvoria sektor športových doplnkov (Burke, 2016). Aby podnik uspel na trhu, mal by mať určitú konkurenčnú výhodu. Jednou z nich je správa po nákupe, o tom ako reagoval podnik na kritiku.

V odbornej a vedeckej literatúre sa problematike poskytovania služieb venuje mnoho autorov a niektorí z nich sa zaoberajú aj problematikou zlyhania služieb a riešenie problémov s tým spojených. Obnovenia služieb sa vzťahuje na činnosť vykonanú poskytovateľom služby pri riešení sťažnosti zákazníka, ktorá sa týka príslušného zlyhania služby (Grönroos, 1988). Predpokladá sa, že manažment obnovy má významný vplyv na zákazníkov, ktorí zažili zlyhanie služby, pretože sú zvyčajne viac emocionálne zapojení a sledujú snahu o obnovu služby (Berry & Parasuraman, 1993). Tax a Brown (1998) zistili, že až 85 % spokojnosti s vymáhaním služby bolo spôsobené spravodlivosťou procesu vymáhania služby. V tomto modeli existujú tri dimenzie spravodlivosti, ktorými sú procedurálna spravodlivosť, interakčná spravodlivosť a výsledná spravodlivosť.

Zlyhanie služby môže viesť k odmietnutiu spotrebiteľa (Liu et al., 2000). Online nakupujúci čelia rôznym zlyhaniam online služieb na rozdiel od offline spotrebiteľov (Forbes et al., 2005). Podľa Maxhama a Netemeyera (2002) spotrebiteľia môžu mať podobné skúsenosti s úsilím o vyriešenie problémov so zlyhaním služby a závažnosť zlyhania má veľký vplyv na spokojnosť spotrebiteľov, čo môže viesť k negatívnemu WOM a zníženiu lojality. Kim a Ulgado (2012) zistili, že závažnosť zlyhania má nepriaznivý vplyv na zámer spotrebiteľa opätovne nakupovať.

Literatúra o marketingu služieb uvádza päť typov zlyhaní služieb (Bitner, 1990; Kelley a kol., 1993; Hoffman a kol., 1995): poskytovateľ služieb zlyhá v dôsledku pomalej alebo nedostupnej služby, poskytovateľ služieb nereaguje na požiadavku, nevyžiadané akcie

poskytovateľa služieb, problematickí zákazníci a nespolupracujúci zákazníci. Podľa Hollowaya a Beattyho (2003) musia online predajcovia poskytnúť spotrebiteľom možnosť sťažovať sa prostredníctvom e-mailu, chatu, fóra alebo bezplatných telefónnych čísel. Stratégie obnovy služieb sa líšia od stratégií v kamenných predajniach (Forbes a kol., 2005) v dôsledku chýbajúcich prvkov ľudskej interakcie v online prostredí (Bijmolt a kol., 2014).

Zlyhanie služby sa hodnotí v dvoch štádiách (Kim et al., 2010), je však možné, že sa objavia súčasne, hoci sa predpokladá, že štádiá nastanú následne (Lazarus, 1994). V primárnych fázach zákazníci hodnotia závažnosť zlyhania služby (Kim et al., 2010) a očakávajú peňažné alebo nepeňažné náhrady (Smith et al., 1999). Berry a Seiders (2008) opisujú rozdiel medzi spravodlivosťou, vnímaním spravodlivosti a neuspokojivým výsledkom, keď sa s niekým zaobchádzalo nespravodlivo. Kľúčovým aspektom je vzťah medzi spoločnosťou a zákazníkom, ako aj kvalita služby vzhľadom na nehmotnú povahu služby (Yi -Wen et al., 2010). Spravodlivosť obnovenia služby si zákazník vníma v troch dimenziách: v distribučnej, procesnej a interakčnej spravodlivosti.

Andreassen (2000) definuje obnovu služby ako všetky kroky, ktoré musí podnik alebo organizácia vykonať, aby napravila zlyhanie. Úspešná obnova služby je nevyhnutná, aby sa zákazníkom zabránilo v zmene správania (Keaveney, 1995) a je to nevyhnutné pre budovanie dlhodobých vzťahov, zlepšovanie spokojnosti zákazníkov a zvyšovanie zisku (McCollough et al., 2000).

Drucker (1974) zdôraznil dôležitosť zákazníkov už pred desiatimi rokmi a uviedol, že firmy sa majú zamerať na celkovú spokojnosť zákazníkov a poskytovať im pridanú hodnotu namiesto toho, aby sa venovali iba výrobe.

Masívne rastúci počet používateľov internetu vedie k výzve pre podniky, pretože spotrebiteľia majú možnosť kedykoľvek interagovať (odpovedať a sťažovať sa) z celého sveta nezávisle od tretích strán alebo agentúr (Cormode & Krishnamurthy, 2008).

Spoločnosti ponúkajú a poskytujú vynikajúce služby, ale mnohé z nich zlyhávajú (Ford a kol., 2001) a zlyhania služieb majú negatívny vplyv na spokojnosť zákazníkov (Bitner a kol., 1990). Občasným zlyhaniam sa nedá vyhnúť (Grönroos, 1998). Vynikajúca obnova služby môže viesť k vyššej spokojnosti zákazníkov ako bez nej (Tax & Brown, 1998). Efektívna obnova služby môže zmeniť zlú skúsenosť so službou na dobrú a zvýšiť spätný nákup a pozitívne zámery WOM (Sweeney et al., 2008).

K zlyhaniu dochádza z rôznych dôvodov (Forbes et al., 2005) a webové stránky sociálnych médií ako Facebook alebo Twitter poskytujú ideálnu platformu na šírenie

negatívneho WOM nespokojných zákazníkov. Reputácia spoločnosti môže dramaticky utrpieť (Tripp & Grégoire, 2011).

Táto dizertačná práca sa zameriava na spôsoby, ako skúmať zlyhania služieb a stratégie obnovy služieb u študentov nakupujúcich online produkty a doplnky výživy pre športovcov.

Cieľom dizertačnej práce je identifikovať a vysvetliť správanie študentov v strednej a južnej Európe pri zlyhaní služieb pri online nakupovaní športovej výživy a doplnkov.

Tento cieľ je doplnený o čiastočné ciele: preskúmať efekt obnovenia služieb v online prostredí športovej výživy a doplnkov medzi študentmi v CEE/SEE, prispieť k rozvoju teoretických modelov úsilia o obnovu online služieb a poskytnúť manažérske implikácie, ktoré by mohli viesť k tomu, že podniky poskytujúce služby budú lepšie rozumieť tomu, ako zákazníci hodnotia služby.

Okrem toho dizertačná práca má prispieť k výskumu v oblasti marketingu služieb a rozvinúť a pochopiť, ako zákazník hodnotí reakciu online predajcu športovej výživy a doplnkov na zlyhanie služby a ako vnímanie spravodlivosti ovplyvňuje mieru spokojnosti. Je potrebné vypracovať metodický rámec, ktorý zabezpečí transparentnú obnovu služieb a vybuduje dlhodobý vzťah medzi spoločnosťou a zákazníkom.

Pred začatím prieskumu trhu je potrebné definovať problém a cieľ. Bežným prístupom je formulovanie hypotéz (Böhler et al., 2020). Ako je popísané v druhej kapitole, tento výskum je empirickým výskumom zlyhaní služieb a stratégií obnovy služieb na trhu online doplnkov a športovej výživy v strednej a východnej Európe. Kamenné predajne nie sú zahrnuté.

S cieľom získať odpovede na to, ako môžu online predajcovia zlepšiť svoje služby, je stanovených niekoľko hypotéz, ktoré sa majú otestovať. Tento výskum sa zameriava na pochopenie zlyhaní online služieb, analyzujú sa údaje týkajúce sa sociodemografických charakteristík, všeobecných informácií a všetkých aspektov, ktoré môžu ovplyvniť skúsenosti so zlyhaním online služieb a spokojnosť spotrebiteľov. Preto bolo stanovených týchto šesť hypotéz:

- H1: Zákazník sa po obnovení služby cíti viac oddaný online predajcovi.
- H2: Zákazník zvažuje opätovný nákup u predajcu po zlyhaní služby.
- H3: Zákazníci odporúčajú predajcov po obnovení služby.
- H4: Zákazníci šíria WOM po zlyhaní služby.
- H5: Zákazníci napíšu online recenziu po zlyhaní služby.

- H6: Zákazníci dokončia nákup po zlyhaní služby.

V práci sa využíva webový dotazník na zber kvantitatívnych údajov na meranie vzťahu medzi vnímaním zákazníka a celkovou spokojnosťou po obnovení služby. Cieľom bolo zozbierať platné dotazníky. Účastníci boli vybraní náhodne.

Výskum je empirickým skúmaním zlyhaní služieb, ako aj stratégií obnovy služieb v odvetví online doplnkov a športovej výživy v CEE a SEE. V tejto štúdii nie sú zahrnuté kamenné predajne. Na získanie vhodnej vzorky boli zozbierané údaje z partnerských univerzít Spoločného cezhraničného doktorandského programu ako aj z Klubu absolventov bývalých európskych študentov MBA z Kalifornskej luteránskej univerzity.

Univerzity a fakulty v konkrétnych krajinách boli vybrané na základe nasledujúcich kritérií: záväzok k výskumu nových oblastí, poloha v strednej, východnej a južnej Európe a dostupnosť rôznych online predajcov v rámci krajín. Na uskutočnenie prieskumu bol použitý webový prieskum prostredníctvom Lime Survey, online riešenia pre profesionálny prieskum trhu.

Odkaz na prieskum bol rozoslaný na všetky univerzity súčasne koncom mája 2020 s cieľom rozoslať dotazník študentom v júni a bol dostupný do 31. augusta 2020. Predtým bol webový dotazník vopred otestovaný pomocou vzorka 19 doktorandov. Na optimalizáciu prieskumu bola použitá kombinácia metódy kolaboratívneho a výskumného účastníka (Sahu, 2016).

Dotazník pozostáva z 24 otázok a obsahuje päť častí. S cieľom upútať pozornosť respondentov bol pridaný uvítací text. Premenné boli najskôr zadané do hodnotiaceho programu SPSS 23 a vyhodnotené deskriptívne. Pre metrické premenné sa vypočítal priemer, medián, štandardná odchýlka, rozptyl, minimum a maximum. Pre nominálne a ordinálne charakteristiky boli vytvorené frekvenčné tabuľky. Okrem toho boli v Exceli vytvorené zodpovedajúce diagramy pre lepšiu ilustráciu a zodpovedanie výskumných otázok.

Webový prieskum ponúka množstvo výhod, ako sú nižšie náklady, lepšie načasovanie a menej materiálu. Na druhej strane môže dôjsť k ohrozeniu údajov. Podľa Blom et al. (2015) samovýber je vážnou nevýhodou vykonávania webového prieskumu, pretože respondenti nie sú náhodne vybraní, čo môže viesť k chybe skreslenia. Môžu existovať ďalšie prekážky, ako sú neúplné údaje, vysoká miera neodpovedí a dostupnosť internetu. Tieto aspekty sťažujú zovšeobecnenie údajov a kvality.

Kruskal-Wallisov test poradovej korelácie bez parametrov sa pôvodne použil na testovanie rozdielov v premenných s niekoľkými kategóriami; Mann-Whitney U rank

korelačný test sa použil aj na ďalšie post-hoc testovanie medzi dvoma kategóriami a na kontrolu rozdielov v dichotomických premenných. Pre lepšiu ilustráciu výsledkov boli absolútne a percentuálne podiely zobrazené v stĺpcových grafoch s vedomím, že testy neboli založené na priemerných hodnotách, ale čisto na poradí kvôli chýbajúcim predpokladom.

Akumulácia chýb alfa vyplývajúca z viacerých testov sa zvažila vydelením obvyklej hladiny významnosti $\alpha = 0,05$ zaokrúhleným počtom testov pomocou Bonferroniho korekcie, čím sa stanovila hladina významnosti $\alpha = 0,005$. To znamená, že „veľmi významné“ výsledky v hovorovom jazyku sú zachované; hodnoty medzi 0,005 a 0,05 sa interpretujú, ale už sa neoznačujú ako významné.

Nové technológie sú zaujímavé z hľadiska zákazníckeho servisu, podpory a úspechu. Pokrok v oblasti videa, správ v reálnom čase, chatovacích robotov a umelej inteligencie, samoobsluha a dokonca aj samotný úspech zákazníkov ponúkajú potenciál pre veľké zmeny. Pretože každá dobre navrhnutá cesta zákazníka je len taká dobrá, aké dobré sú údaje, ktoré do nej vstupujú. Úspešná cesta zákazníka závisí vo veľkej miere od vykonávania procesov.

Vrcholový manažment potrebuje vytvoriť rámec a prostredie, kde je možný zákaznícky servis a riešenie zlyhania služieb. Zamestnanci zákazníckeho servisu sú dôležitou súčasťou spoločnosti. Cieľom je, aby bol zákazník po rozhovore spokojný a na svoju požiadavku dostal uspokojivú odpoveď. To nie je vždy jednoduché, keď existujú rôzne záujmy.

Negatívny eWOM je hrozbou pre každú organizáciu a Maxham (2001) ho označil za kľúčový faktor pozitívnej obnovy služby. WOM sa považuje za veľmi silný komunikačný nástroj medzi zákazníkom (Derbaix a Vanhamme, 2003) a osobný vplyv na ostatných môže viesť k zmene v správaní jednotlivca (Sweeney et al., 2008). Spokojnosť po zotavení má navyše negatívny vplyv na WOM (Choi & Choi, 2014). Preto je dôležité interne uchovávať sťažnosti.

Každý to vie a nikto to nemá rád, ak pri telefonáte na zákaznícky servis vždy skončíte s inou kontaktnou osobou. Je lepšie automaticky smerovať hovory, e-maily atď. na stanovenú kontaktnú osobu. Možno budete musieť komplexne nahlásiť, čo sa stalo, príčiny, faktory, zapojené osoby alebo subjekty, riešenia, dátumy, trvanie a akékoľvek informácie, ktoré sa počítajú, keď sa veci vyriešia.

V predchádzajúcich výskumoch sa reakciám spoločností na sťažnosti zákazníkov sa venovala menšia pozornosť (Conlon & Murray, 1996). Obnova služby je kľúčovým

prvkom pre dlhodobý vzťah so zákazníkmi (Smith a kol., 1999). Môžeme spomenúť ako príklad otázky, ktoré neboli správne chápané (McCollough et al., 2000):

- Aké sú kľúčové prvky úspešného úsilia o obnovu služby?
- Ako zákazníci hodnotia úsilie o obnovu služby?
- Aký vplyv má úspešne obnovená služba na spokojnosť zákazníka a zámery správania?

Online predajcovia musia svojim zamestnancom umožniť rýchlo a efektívne reagovať na zlyhania služieb. Tieto zásady možno účinne presadzovať len vtedy, keď sú poskytovatelia služieb dobre kvalifikovaní a oboznámení s rámcom a zásadami. Ďalej je dôležité, aby sa online predajcovia aj zamestnanci poučili zo zlyhaní služieb a obmedzili možnosť potenciálnych zlyhaní služieb, ktoré môžu byť pre online spoločnosti cennejšie.

Ľudia, ktorí nakupujú online na základe rozmanitosti produktov alebo diskrétnych nákupov, zaznamenali zlyhanie služby podstatne častejšie ako ostatní. To sa môže prejaviť v zlyhaní procesu. Tretina respondentov však zaznamenala zlyhanie procesu, napríklad nedoručenie objednávky alebo doručenie nesprávneho produktu. Pre budúci výskum sa odporúča podrobnejšie preskúmať druh zlyhania procesu v online prostredí. Podiel ľudí, u ktorých dôjde k zlyhaniu procesu, je veľmi vysoký a logistika môže v tomto prípade zohrávať dôležitú úlohu a môže viesť ku konkurenčnej výhode a znížiť možnosť zlyhania služby.

Väčšina opýtaných využívala na online nakupovanie mobilný telefón, zatiaľ čo iba tretina využívala počítač alebo notebook. Zaujímavé je, že ľudia, ktorí vstupujú s PC alebo notebookom, majú výrazne menší výpadok služby ako ľudia, ktorí si objednávajú s tabletom alebo mobilom. Nepochopiteľne, stále existujú webové stránky, ktoré nie sú responzívne. Trend používať smartfón namiesto počítača stále pokračuje a online predajcovia premeškajú obrovskú príležitosť, ak nie sú pripravení na zákazníkov nakupujúcich smartfóny. Aj takáto situácia môže viesť k zlyhaniu služby, pretože nakupujúci sa cítia nešťastní alebo rozpoznávajú technickú poruchu v dôsledku chýbajúcich tlačidiel alebo čelia zlému a zavádzajúcemu dizajnu.

Nové vedecké výsledky možno zhrnúť nasledovne. Internetové obchody musia svojich zamestnancov vybaviť a umožniť im rýchlo a efektívne reagovať na výpadky služieb. Tieto zásady možno účinne presadzovať len vtedy, keď sú poskytovatelia služieb dobre kvalifikovaní a oboznámení s rámcom a zásadami. Ďalej je dôležité, aby sa online predajcovia aj zamestnanci poučili zo zlyhaní služieb a obmedzili možnosť potenciálnych zlyhaní služieb, ktoré môžu byť pre online spoločnosti cennejšie.

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Ukazuje sa však, že ľudia, ktorí používajú PC alebo notebook, sú v priemere výrazne starší ako tí, ktorí používajú mobilný telefón alebo tablet. Hĺbkový výskum ukazuje, že bez ohľadu na vstupné zariadenie sú ľudia, ktorí zažili zlyhanie služby, výrazne mladší ako tí, ktorí ju nezaznamenali. Jedným z dôvodov môžu byť očakávané výsledky mladej generácie v online prostredí. Vo všeobecnosti sa zdá, že úroveň očakávaní je v tomto špecifickom prostredí veľmi vysoká.

Len 83 % nakupujúcich sa sťažovalo u predajcu. Polovica opýtaných napísala e-mail alebo využila online formulár. 17 % však svoju nespokojnosť nevyjadruje a tretina tých, ktorí svoju nespokojnosť nevyjadrili, uviedla, že to nemá zmysel. Pre šesť ľudí to nebolo také dôležité. Sedem z 21 malo problém nájsť správne telefónne číslo, kontaktné údaje alebo nikto nebol dostupný. Zdá sa byť nebezpečné z hľadiska zámeru spätného odkúpenia a reputácie mať toľko nakupujúcich, ktorí sa nestážovali, pretože im to nedávalo zmysel. Tento výsledok je poplašným signálom, pretože je veľmi nejasné, čo títo ľudia robia.

Veľká väčšina opýtaných, ktorí sa sťažovali, nákup aj tak dokončila. Iba 8 % sa rozhodlo poslať produkty späť. 7 % nakúpilo niekde inde, buď online alebo v inom obchode. Nakupujúci, ktorí vyjadria svoje pocity a dostanú aspoň odpoveď, bývajú

orientovaní na výsledok. Výsledky ľudí, ktorí sa nestťažovali, sú rôzne. Len 41 % z tých, ktorí zaznamenali zlyhanie služby, pokračovalo a aj tak uskutočnilo nákup. Stratené objednávky sú dôsledkom nestážujúcich sa zákazníkov. Z manažérskeho hľadiska má zmysel povzbudzovať zákazníkov, aby sa sťažovali, ak zažili zlyhanie služby. Ideálne veľmi jednoduchým a jasným spôsobom.

Tento výskum popisuje štyri najdôležitejšie reakcie online predajcu:

1. Hľadanie riešenia problému
2. Úprimné ospravedlnenie
3. Zdvorilosť poskytovateľa služieb
4. Primeraná kompenzácia.

V literatúre Smith a kol. (1999) popisujú podobné atribúty, ktoré ovplyvňujú úroveň spokojnosti zákazníkov: kompenzácia, rýchlosť odozvy, ospravedlnenie a začatie

Viac ako 70 % bolo buď veľmi spokojných alebo spokojných s reakciou spoločnosti. Naproti tomu viac ako 20 % opýtaných bolo veľmi nespokojných alebo nespokojných s osobným telefonickým kontaktom a dobrou a rýchlou dostupnosťou spoločnosti. Viac ako 12 % online obchodov však nepreukázalo žiadnu odpoveď zákazníkovi, ktorí sa sťažovali. Kľúčovým poznatkom je, že keď sú uvedené kontaktné údaje, online predajcovia majú odpovedať rýchlo, zdvorilým a užitočným spôsobom.

Prekvapivo 75 % respondentov, ktorí dostali odpoveď od spoločnosti, plánuje u tohto online predajcu nakúpiť znova, zatiaľ čo žiadna odpoveď viedla k tomu, že takmer 91 % kupujúcich sa rozhodlo, že tam už nenakúpia. Žiadna odozva je veľmi nesprávny postup, ktorý má negatívny vplyv na správanie nakupujúcich. Zákazníci, ktorí dostali odpoveď od online obchodníka, sú viac naklonení tomu, aby u neho znova nakúpili, čo je jeden z hlavných účelov mať verných zákazníkov.

Na druhej strane je oveľa menej pravdepodobné, že zákazníci budú nakupovať u vybraného online predajcu, ak spoločnosť neodpovie na sťažnosť. Spoločnosti, ktoré reagujú na sťažnosť zákazníka, sa odporúčajú viac ako spoločnosti, ktoré nevykazujú žiadnu reakciu. Približne 90 % zákazníkov, ktorí nedostali odpoveď, predajcu neodporúčajú.

V dôsledku toho je pre riadenie obnovy služieb a riadenie vzťahov so zákazníkmi kľúčové pochopiť význam odpovede pre zákazníkov. Vedenie online predajcov si musí uvedomiť, že zásobovanie zákazníkov bez odozvy má negatívny vplyv na ich podnikanie dnes aj v budúcnosti. Spoločnosti, ktoré prejavia reakciu, sú naopak navrhované podstatne častejšie.

SRP popisuje situáciu, v ktorej úspešné obnovenie služby vedie k vyššej úrovni spokojnosti zákazníkov; paradoxne robí zákazníka spokojnejším ako zákazník, ktorý nikdy nemal problém (McCollough et al., 2000) a Spreng et al. (1995) poznamenali, že riešenie sťažnosti poskytovateľom služieb je kľúčovým faktorom úspechu pre spokojnosť zákazníka.

Viac ako 41 % respondentov sa po obnovení služby cítilo viac oddaný online obchodníkovi a takmer 60 % uvažovalo o opätovnom nákupe a odporúčaní tejto spoločnosti. Nakupujúci, ktorí sa o seba skutočne zaujímajú a vynakladajú veľa úsilia, sú menej oddaní online predajcovi. Zákazníci, pri ktorých vlastné úsilie nebolo vyššie ako úsilie spoločnosti, sa cítia viac oddaní.

Spotrebitelia, ktorí sú svedkami vysokej úrovne úsilia a účasti spoločnosti v procese obnovy, odmeňujú toto správanie zvýšeným nasadením. Zákazníci chcú vedieť, že sa o nich niekto zaujíma, preto to musia internetové obchody pochopiť. Zákazníci, ktorí vynakladajú rovnaké úsilie ako spoločnosť, sa cítia viac prepojení. Dôležitým kľúčovým poznatkom je to, že úsilie spoločností musí byť väčšie ako úsilie zákazníka, aby mali šancu získať viac oddaných zákazníkov.

Nespokojní zákazníci majú negatívny pohľad na spoločnosť alebo produkty a majú tendenciu nakupovať niekde inde (Pan & Zinkhan, 2006), zatiaľ čo spokojní zákazníci majú oveľa silnejší zámer spätného nákupu (To et al., 2007).

Keď je však vlastné úsilie zákazníka veľmi vysoké, ochota k opätovnému nákupe výrazne klesá. Online predajcovia sa vyzývajú, aby vynaložili veľké úsilie na vyriešenie problému, aby získali vyššiu mieru nákupu. Zdá sa, že zákazníci sú preč (takmer) bez námahy.

Rakić & Rakić (2014) poznamenali, že eWOM je najvplyvnejší spôsob komunikácie nespokojnosti s ostatnými spotrebiteľmi. Táto zmena prinútila firmy reagovať a začali využívať sociálne siete, aby reagovali na negatívny WOM, generovali nákupný zámer a povedomie (Coulter & Roggeveen, 2012).

V rámci tohto výskumu 81,5% respondentov šírilo negatívny WOM, ale iba 9,1% pozitívny WOM tých, ktorí nezaznamenali žiadnu reakciu. Nakupujúci, ktorí nedostali odpoveď na svoju sťažnosť a povedali to ostatným, šíria negatívne WOM častejšie ako zákazníci s pozitívnym WOM. Nakupujúci šíria negatívny WOM, keď do procesu vynakladajú najviac úsilia. To je veľmi zaujímavé a vedie to k domnienke, že nakupujúci chcú mať menej úsilia, aby šírili pozitívny WOM.

Keď online predajcovia nevykazujú žiadnu odpoveď, žiadnu angažovanosť a žiadne úsilie pri riešení problému zákazníka, riskujú stratu svojej reputácie pre zákazníkov, ktorí šíria negatívny WOM. Zdá sa, že to je kľúčové a online predajcovia musia vytvoriť prostredie, v ktorom môžu nespokojní zákazníci nasmerovať svoj hnev na poskytovateľa služieb a nie na internet. Môže to byť zaujímavá téma pre následný výskum na výpočet nákladov na šírenie negatívneho WOM v online prostredí.

Podobne ako v prípade šírenia WOM, čím vyššia je snaha zákazníka, tým väčšia je jeho ochota podeliť sa o svoje negatívne skúsenosti, či už písomne alebo ústne. Internetoví predajcovia, ktorí vynakladajú veľa úsilia na situáciu, nie sú konfrontovaní s tým, že nakupujúci píše negatívne alebo všeobecne hodnotenie. Keď sa online obchody nepokúsili o proces obnovy služby, 40 % zákazníkov zanechalo zlé hodnotenie. Viac ako polovica sa vyjadrila na Facebooku a Instagrame. Spolu s Amazonom to bolo 75 percent kanálov, kde napísali svoje recenzie.

Facebook, Instagram a Amazon boli tiež kanály, na ktoré ľudia písali pozitívne recenzie. Na druhej strane, negatívne recenzie sa písali najmä na Facebooku. Podľa Gruena a kol. (2006), udržiavanie kanálov sociálnych manažérov je veľmi dôležité, pretože nakupujúci sa viac spoliehajú na eWOM, ako sú weby s recenziami, než na offline zdroje. WOM je hotový rýchlejšie ako sadnúť si a napísať negatívnu recenziu. Toto správanie však môže mať pre internetový obchod veľké dôsledky, napríklad zníženú lojalitu a zámer spätného nákupu.

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Annexes

Questionnaire

Supplements and Sports Nutrition - Any problems while shopping online?

"You are being invited to participate in an international market research about problems and service failures while shopping online supplements or sports nutrition products. The aim of this project is to analyse the issues and provide solutions to make customers satisfied again. Further, the results will become part of a PhD thesis at the University of Economics in Bratislava. It will take you 5 minutes only to complete. Your responses are strictly confidential. Thank you very much for your time!"

A1 How often do you usually buy supplements or sports nutrition products online vs. offline (in-store) per year?

answer

- online only (1)
- more online (2)
- half online, half in-store (3)
- seldom online, more in-store (4)
- never online, only in-store (5)
- I have never bought supplements or sports nutrition products (6)
- no answer (999)

A2 How often have you bought supplements or sports nutrition products online since 01.01.2020?

answer

- never (0)
- 1x (1)
- 2x (2)
- 3x (3)
- 4x (4)
- 5x (5)
- more than 5 times (6)

A3 Why do (or did) you buy supplements or sports nutrition products online? [multiple choice]

answer

- better price (A3a)
- product variety (A3b)
- convenience (A3c)
- due to COVID-19 (A3d)
- discreet shopping (A3e)
- reviews from other shoppers (A3f)
- compulsive shopping (A3g)
- product replacement and refund (A3h)
- crowd and POS queue (A3i)

A4 Which device do you usually use when shopping online? [multiple choice]

answer

- PC or notebook (1)
- mobile phone (2)
- tablet (3)

A5 How satisfied are you in general when shopping online with your selected online retailer?
Please cross from 1 (very satisfied) to 5 (very dissatisfied)
answer
1 (very satisfied) (1)
2 (2)
3 (3)
4 (4)
5 (very dissatisfied) (5)
no answer (999)

A6 A service failure can be defined as a service performance that falls below a customer's expectation, thus, leading to dissatisfaction. If you experience a service failure, how important are the following service recovery actions for you? Please cross from 1 (very important) to 5 (very unimportant)
--

A6a Importance: a sincere apology
answer
1 (very important) (1)
2 (2)
3 (3)
4 (4)
5 (very unimportant) (5)
no answer (999)

A6b Importance: a solution for the problem
answer
1 (very important) (1)
2 (2)
3 (3)
4 (4)
5 (very unimportant) (5)
no answer (999)

A6c Importance: courtesy of the service provider
answer
1 (very important) (1)
2 (2)
3 (3)
4 (4)
5 (very unimportant) (5)
no answer (999)

A6d Importance: an explanation of the failure
answer
1 (very important) (1)
2 (2)
3 (3)
4 (4)
5 (very unimportant) (5)
no answer (999)

A6e Importance: a quick response to my questions and my failure answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)
A6f Importance: an appropriate compensation answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)
A6g Importance: offering professional support answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)
A6h Importance: honestly effort of the company to solve my issue answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)
A6i Importance: a follow-up after the problem was solved answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)
A6j Importance: a good and fast availability of the company answer 1 (very important) (1) 2 (2) 3 (3) 4 (4) 5 (very unimportant) (5) no answer (999)

A6k Importance: personal contact by telephone
answer
1 (very important) (1)
2 (2)
3 (3)
4 (4)
5 (very unimportant) (5)
no answer (999)

B1 Have you experienced a service failure when shopping online supplements and sports nutrition products since 01.01.2020?
answer
no (0)
yes, once (1)
yes, several times (2)
yes, many times (3)

B3 When answering this question: Think concrete about the very last time, when experiencing a service failure when shopping online supplements and sports nutrition products. What service failure have you exactly experienced?
answer
technical problems (e.g. website did not work) (B3a)
process failures (e.g. order has not been delivered or wrong products have been delivered) (B3b)
poor design (e.g. the navigation within the website was complicated) (B3c)
customer-originated failures (e.g. forgot the log-in data) (B3d)
informational failure (e.g. providing incomplete information that negatively impacts the service) (B3e)
functional failures (e.g. the provided functionalities are unable to support consumers) (B3f)
system failures (e.g. an expected online function ("notification") does not work) (B3g)
incompetent customer service (B3h)
poor payment methods (B3i)
poor security standards (B3j)

C1 What was your first reaction after this service failure?
answer
no complaint at the online retailer (1)
I called the company (2)
I wrote an e-mail (3)
I called the company and wrote an e-mail (4)
I used the online form (5)

C 101 Why did you not complain?
answer
made no sense (1)
no telephone number was available (2)
nobody was available (3)
did not find the contact details (4)
it was not so important (5)

C102 What happened with your purchase or your intended purchase after the service failure?
answer
I completed the purchase anyway (1)
I bought at a different online retailer. (2)
I bought directly in store (offline) (3)
I bought at a different store (offline) (4)
I did not buy anything (5)
I sent it back (6)
nothing at all (7)

C2 Was there any reaction to your complaint?
answer
yes (1)
no (2)

**And how satisfied or dissatisfied have you been with the service recovery performance of the company?
Please cross the number from 1 (very satisfied) to 5 (very dissatisfied) for the different kinds of recovery!**

C3a Satisfaction: a sincere apology
answer
1 (very satisfied) (1)
2 (2)
3 (3)
4 (4)
5 (very dissatisfied) (5)
not applicable, no answer (999)

C3b Satisfaction: a solution for the problem
answer
1 (very satisfied) (1)
2 (2)
3 (3)
4 (4)
5 (very dissatisfied) (5)
not applicable, no answer (999)

C3c Satisfaction: courtesy of the service provider
answer
1 (very satisfied) (1)
2 (2)
3 (3)
4 (4)
5 (very dissatisfied) (5)
not applicable, no answer (999)

C3d Satisfaction: an explanation of the failure
answer
1 (very satisfied) (1)
2 (2)
3 (3)
4 (4)
5 (very dissatisfied) (5)
not applicable, no answer (999)

C3e Satisfaction: a quick response to my questions and my failure answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C3f Satisfaction: an appropriate compensation answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C3g Satisfaction: offering professional support answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C3h Satisfaction: honestly effort of the company to solve my issue answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C3i Satisfaction: a follow-up after the problem was solved answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C3j Satisfaction: a follow-up after the problem was solved answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)

C3k Satisfaction: personal contact by telephone answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5) not applicable, no answer (999)
C4 What happened with your purchase or your intended purchase after the service failure? answer I completed the purchase anyway (1) I bought at a different online retailer (2) I bought directly in-store (offline) (3) I bought at a different store (offline) (4) I did not buy anything (5) I sent it back (6) nothing at all (7)
C5 How much effort have you invested to solve the problem? answer very much (5) much (4) little (3) almost nothing (2)
C6 What do you think, how much effort has the company invested to solve your problem? answer very much (5) much (4) little (3) almost nothing (2) not at all (1) no answer (999)
C7 How satisfied are you with the provided solution? answer 1 (very satisfied) (1) 2 (2) 3 (3) 4 (4) 5 (very dissatisfied) (5)
C8 After the online retailer successfully solved your problem, do you feel now more dedicated to the retailer than before? answer yes (1) no (2) no answer (999)
C9 Are you considering purchasing again at this online retailer or have you already purchased there again? answer yes (1) no (2) no answer (999)

C10 Do you recommend this online retailer?
answer
yes (1)
no (2)
no answer (999)

C11 Have you spread word-of-mouth about that online retailer?
answer
yes (1)
yes, some neutral words (2)
yes, some negative words (3)
no (4)

C12 Did you write an online review?
answer
yes, a positive review (1)
yes, a neutral review (2)
yes, a negative review (3)
no (4)

C1201 Where did you write an online review?
answer
website of the online retailer (C1201a)
facebook (C1201b)
instagram (C1201c)
twitter (C1201d)
blogs (C1201e)
amazon (C1201f)
google (C1201g)

D1 What is your gender?
answer
female (F)
male (M)

D2 What is your age (years)?
answer

D3 What is your highest educational level?
answer
compulsory education (2)
secondary school (3)
high school (4)
university degree (5)

D4 In which country do you live?
answer

"You have finished the questionnaire :) Thank you very much!"