Ph.D. Course in

EMIS – Economics and Management
of Innovation and Sustainability

In cooperation with University of Parma

CYCLE XXXVI

Coordinator Prof. Emidia Vagnoni

Customer Value Co-Creation:
Exploring the effects of other customer support
in a service recovery context

Scientific Disciplinary Sector SECS-P/08

Candidate

Dott. Bosisio Jessica

Supervisors

Prof. Luceri Beatrice

Prof. Di Gregorio Angelo

Years 2020/2023

Summary

CHAPTER 1: INTRODUCTION

Nowadays, customers are gaining a more powerful voice due to their increasing proactivity: they want to share their opinions and demand to be heard (Johnston & Kong, 2011; Orcik et al., 2013; Tierney et al., 2016). They are increasingly interested in interacting with companies and providing feedback on their interactions (Galvagno & Dalli, 2014). Prahalad & Ramaswamy (2000) emphasized that customers are no longer mere spectators, but active players for companies. This means that "companies no longer control marketing, but rather customers define what a company is (and what it is not)" (Leeflang, 2011, p. 78), since customers wish to play a more significant role in the value creation process (Hoyer et al., 2010; Johnston & Kong, 2011; Laud & Karpen, 2017; Tierney et al., 2016).

The growing interest of managers in promoting co-creation behaviour by customers is attracting the attention of academics. Co-creation represents an advanced marketing perspective that takes into account the contemporary evolution of value creation (Conduit & Chen, 2017; Vargo & Lusch, 2017) through interactive experiences and iterative processes that lead to mutually beneficial outcomes for customers and companies. Incentivizing customers to become co-creators of value is considered the new frontier of competitive effectiveness (Dong et al., 2008).

Co-creation is described as a process through which value is generated through the exchange of knowledge and skills between customers and the company, aiming to build successful experiences between them (Tynan et al., 2010). Customers actively engage in the interaction, participating and offering suggestions to the company to improve its products or services (Orcik et al., 2013). This feedback provided by customers can relate to various aspects, such as the company's product or service offerings, staff interaction, pricing policy, marketing strategy, service quality, etc.

Furthermore, the concept of value co-creation has become increasingly central to service research in recent years (Carù & Cova, 2015; Pinho et al., 2014).

Many studies have shown that active customer participation is mainly manifested in the area of joint service, where there is direct collaboration and interaction between the company and the customer (Gallan et al., 2013; Grönroos & Voima, 2013; Jaakkola & Alexander, 2014). These interactions are essential to establishing positive and lasting relationships between the parties involved, as well as ensuring mutually beneficial benefits (Kim et al., 2020). In this

way, the Service-Dominant Logic (SDL) suggests that consumers play an active role as co-creators of value and that effective interactions between customers and companies are fundamental to this process in order to generate benefits for both (Füller, 2010; Prebensen & Xie, 2017). Hence, active customer participation is a key element in service delivery, as employees who are in direct contact with the customer cannot guarantee the achievement of service objectives without the active involvement of the customer in the value creation process (Seiders et al., 2015).

Existing research on services has placed great emphasis on the consequences of customer value co-creation. In particular, scholars have mainly focused on the analysis of customer value co-creation behaviours that actually generate benefits for companies, improve their profitability and contribute to their success (Bolton & Saxena-Iyer, 2009; Grönroos & Voima, 2013; Osei-Frimpong et al., 2015; Sweeney et al., 2015). However, while the study of the determinants of customer value co-creation has recently received some attention (Hoyer et al., 2010), and relationship quality has emerged as a key determinant in customer value co-creation (Breidbach et al., 2013), there are areas of research that still remain scarcely explored, such as the context of service recovery and the concept of customer-to-customer co-creation of value are topics that require further investigation, as also revealed by the SLNA - Systematic Literature Network Analysis (Colicchia et al., 2019).

Therefore, this study aims to understand and examine the effect of other customers' support during service recovery, through the process of value co-creation, on the behavior of customers. In particular, this research project examines how the involvement of other customers influences satisfaction with service recovery, intention to return, and word-of-mouth propagation among consumers. In addition, the concept of perceived consumer justice is considered, which will have an impact on consumers' evaluations and reactions regarding the involvement of other customers in the service recovery process. To achieve these objectives, this research adopts a mixed approach, combining qualitative and quantitative methodologies. As the participation of other customers in the co-creation of service recovery is a relatively new concept in the co-creation literature, Study 1 focuses on customer perceptions through a qualitative analysis based on semi-structured interviews. Through these interviews, the aim is to gain an in-depth understanding of customers' experiences and opinions regarding the co-creation of value during the service recovery process. Subsequently, the proposed theoretical model was empirically tested by providing a

questionnaire to a target group of UK consumers and applying the Structural Equation Modeling - SEM methodology.

The following thesis is structured in 10 chapters.

Chapter 1 "Introduction" presents a general overview of the entire thesis, briefly summarizing the methodologies adopted and the main contributions.

Chapter 2 "The value co-creation between conceptualization and measurement", after an analysis of the background and precursors of value co-creation, proposes a review of the literature in order, on the one hand, to understand the evolution of the phenomenon and the main definitions proposed by both academia and practitioners and, on the other hand, to outline the role that consumers take in a co-creation process, the different co-creation and benefits to the consumer.

Chapter 3 "SLNA – Systematic Literature Network Analysis" contributes to enriching the literature on the topic of customer value co-creation, which, although a widely studied topic, the available literature on this topic is still widely unexplored and lacks a recent systematic review. In this way, SLNA, through citation analysis, identification of the most frequent keywords, and use of the overall citation score, aims to trace the evolution of the literature on customer value co-creation. It seeks to identify the key articles that have influenced the development of this knowledge area, examines the predominant research methodologies, and seeks to identify emerging trends or promising research areas that have attracted attention in recent years.

Based on the main topic areas that emerged from the SLNA conducted in the previous chapter, Chapter 4 "Service recovery. To err is human" shows a general overview of the topic of service failure and recovery that will assume the central role within the customer value co-creation process that is addressed in the following study.

Chapter 5 "Conceptual Framework" explores the purposes and innovative contribution of this research in depth.

Chapter 6 "Study 1: qualitative research" focuses on interviews that were conducted using the Critical Incident Technique (CIT) in order to adequately select constructs to include in the model and to understand the views of customers who found themselves in a service failure situation.

Based on the observations and opinions that emerged from the interviews, a research model was created, which is illustrated in Chapter 7 "Study 2: an empirical investigation". In detail,

this chapter shows the research model and research hypotheses in order to better contextualize the empirical investigation carried out.

Chapter 8 "Methodology" explains the methods of data collection, characterization, and significance of the respondent sample, and the data analysis methodology applied, i.e., it delves into the objectives and advantages of structural equation models for analyzing cause-effect relationships among the variables involved in the research.

Chapter 9 "Results" shows the results that emerged from the analysis of the measurement model, reliability and validity of the measurement scales, and the structural model, goodness of fit of the proposed structural equation model, and research hypotheses with specific reference to the data collected during the survey phase.

Finally, Chapter 10 "Conclusion" closes this research paper by providing, on the one hand, a critical discussion of the results that emerged from the analysis of the proposed mixed methods and, on the other hand, an overview of the main implications that emerged from both academic and managerial perspectives. In addition, the chapter highlights the main limitations and future research.

CHAPTER 2: THE VALUE CO-CREATION BETWEEN CONCEPTUALIZATION AND MEASUREMENT

In the traditional conception of the value creation process, consumers were located outside the company. The creation of value instead took place in the companies and outside the markets. The concept of "value chain" in fact embodied the unilateral role of the firm in the creation of value (Porter, 1980) and the firm and the consumer had distinct roles, respectively of production and consumption.

From this point of view, the market, seen both as a place of exchange and as an aggregation of consumers (Kumar, 2013), was separated from the process of value creation (Kotler, 1994) and its role was limited to the exchange and extraction of the latter. Furthermore, the market seen as an aggregation of consumers was a mere target for the company's offers. From this point of view, therefore, the interactions between companies and customers were not seen as a source of value creation (Normann, 1998).

In contrast, today consumers who are informed, connected, active, and increasingly aware of their negotiating weight have learned that they too can extract value in the traditional exchange point and are now trying to exert their influence in every part of the corporate system.

Empowered with innovative tools and dissatisfied with available options, consumers want to collaborate with companies to help create value (Prahalad & Ramaswamy, 2004).

Value will therefore have to be created jointly by both the firm and the consumer.

As a result, high interactions that allow each individual customer to collaborate with the company to create unique experiences are a key element in leveraging new sources of competitive advantage.

The interaction between business and consumer is therefore the site of the creation and extraction of value and the market now represents a forum for conversation and interactions between consumers, consumer communities, and companies (Stott et al., 2016). Therefore, consumers no longer behave as mere passive recipients of brand information but can add value to a brand by incorporating their own cognitive and emotional assets (Higgins & Scholer, 2009).

2.1 Background and precursors of Value Co-Creation

Analyzing the literature on the subject, Prahalad & Ramaswamy (2000), at the beginning of the century, presented the idea that customers take on active roles and their relationships with companies are changing. They then continued along this path, publishing an article in 2004 in which the term "value co-creation" appears, describing the latter as an initiative by the customer who, dissatisfied with the choices available, takes action. Furthermore, they stated that a company cannot create anything of value without the efforts of individuals (Prahalad & Ramaswamy, 2004).

Indeed, Prahalad & Ramaswamy (2000) introduced co-creation, recognizing the roles changeable in the market: customers and suppliers interact and collaborate extensively beyond the price system that traditionally mediates supply-demand relationships. Such scholars define co-creation as "a corporate strategy that emphasizes the creation and growing recognition of the value of the customer's organization". According to them, the markets represent a platform allowing the active consumers and organizations to interact, incorporate, and extend each other's resources and skills to create value in new forms of interaction, service, and learning mechanisms (Knowles et al., 2021; Saarijärvi, 2012).

Additionally, Prahalad & Ramaswamy (2004) argued that value is embedded in "personalized experiences" and that to generate a unique value for the customer it is therefore necessary to focus on the experience itself lived by the customer, which is contextual to the process of creating or using a product or service. In particular, they noted that "early experimenters are moving away from the old industrial model that sees the value created by goods and services towards a new model in which value is created from experiences". They also underlined how important it is to understand that when an environment of experience is compelling enough, consumer communities can evolve outside the control of the company and potentially without the knowledge of the company; suddenly entire communities of individuals can directly co-create value (Shamim & Ghazali, 2014; Trainor, 2012; Wang et al., 2020).

Extant literature states that the creation of an experience environment in which both service providers and customers are involved and a possible and stimulated dialogue between the two parties is essential for the experiences co-creation (Bolton et al., 2018; Eichentopf et al., 2011). Thus, it is necessary for companies to embrace the concept of "co-creation experience

customized", favoring the development of interactions between the parties (Zine et al., 2014).

Further views have been proposed by Grönroos (2012), who states that "value is perceived and determined experientially and contextually by the client", and by Gentile et al. (2007) who stated that "light needs to be shed on how to create the right environment and setting to deliver the desired customer experience, in order to contribute to the creation of value for customers and the company itself".

In summary, the purpose of experiential value is to "focus on customers' perceptions of an environment, a product or service based on their interactions on both direct use and indirect observations of themselves" (Mathwick et al., 2001). These interactions influence the creation of their preferences, based on your own involvement with service (Gallarza & Gil, 2008).

From the literature, it is clear that the analytical reason for proposing the experiential value as the underlying factor of customer value co-creation behavior is based on the fact that experiential value represents a significant predictor of the customer's behavioral intentions in the purchase of a brand's offering (Keng et al., 2007). Since buying behavior is an action-oriented phenomenon similar to the co-creation of value, experiential value is also expected to be a significant predictor of customer behavior toward the co-creation of value (Shamim & Ghazali, 2014).

Returning to the definition of co-creation, the Service-Dominant Logic (S-D logic) is one of the most important theories that explain the co-creation of value between companies and customers. In summary, the S-D logic defines "service" as the application of specialized skills for the benefit of oneself or another actor. In this perspective, companies are described as collaborators, not simply suppliers of products, to help the customers to achieve a goal, solve a problem, or satisfy a need (Xie et al., 2016).

Following this logic, customers are seen as "operating resources", i.e., they are able to integrate skills and knowledge in co-creation processes.

The work of Vargo & Lusch (2004; 2008) has emphasized the co-creation of value in the logical framework S-D as a mutual process where customers and companies are equally involved in the creation of value. In addition, they argued that value is created equally and mutually by customers and by the company during the interaction processes. One party alone cannot create value for the other, value is co-created by both parties. In this regard, a previous

view by Gummesson (1998) states that "value creation is possible only when a good or service is consumed. Therefore, the unsold good has no value and a service provider without customers cannot produce value".

Similarly, Vargo & Lusch (2008, p. 7) stated: "Value is always uniquely determined and phenomenological by the beneficiary. It is always immaterial, heterogeneous, co-created and potentially perishable" and "the customer is always a co-creator of value".

Furthermore, according to S-D logic, co-production, and co-creation are interpreted as phenomena associated with the generation and delivery of services, where organizations engage their customers through partnership with them to create service value (Vargo & Lusch, 2008).

Gustafsson et al. (2012) also state that co-creation is a process of frequent communication, bidirectional and face-to-face which aids creative problem-solving, while Ind & Coates (2013) propose the definition of co-creation as an active and creative collaborative process between organizations and participants, generating benefits for all involved and creating value for stakeholders. Also, the traditional perception of contracts characterized by a mutual agreement between parties with interests has been modified by co-creation, as it implies an ideal engagement between parties working towards a common goal (Huhtilainen & Savitskaya, 2012; Peng et al., 2020). Huhtilainen & Savitskaya (2012) believe that this implies that the parties enter into contracts to improve the product and work towards a common goal with their own partners rather than for their selfish interests.

Hollebeek (2011) identifies the co-creation of brand value as a consequence of customer brand engagement. Important is the key concept of brand engagement, which emerges as a means of collaborating with the customer in creating value (Payne et al., 2008) and which allows brand awareness and the value of emerging for the organization (Hatch & Schultz, 2010). In particular, Yang et al. (2016) define brand engagement as "the manifestation of consumer behavior towards a brand - beyond the purchase - deriving from motivational factors, that is captured through interactive behaviors between consumers and brands".

Furthermore, such scholars offer two main types of engagement activities: conversational and responsive. The conversation is a consumer-initiated, brand engagement business that captures how consumers initially comment on a brand and share their content, user-generated and about the brand, on social media. Responsiveness, on the other hand, is a business-initiated activity and is about how consumers interact with the content generated by the company (Garbarski et al., 2016; Hollebeek et al., 2016).

Beyond the commitment, brand compatibility is further identified as a "driver of the process of value creation" (Gyrd-Jones & Kornum, 2013). In fact, the possibility of self-expression is an important motivator for people to co-create customer participation and contribution to brand communities in order to express their personal identity (France et al., 2015).

Citing further definitions of co-creation, Roser et al. (2009) argue that co-creation includes the "exchange of ideas, knowledge sharing, and collaboration", and "blurs the boundaries of the company" outsourcing "innovation and customer value creation".

In addition, Roser et al. (2009) believe that it is an active, creative, and social process, based on a partnership between producers and users, initiated by the organization to generate value for customers and interpret the co-creation of value as a synergy between consumers, consumers and products, or customers and organizations.

Roser et al. (2013) also provided a definition of co-creation, believing that it is a process of active, creative, and social collaboration linking producers and consumers, helped by the organization. Subsequently, Roser et al. (2013) provide a further definition of co-creation, it is described as a collaborative and interactive process of engaging innovation among stakeholders, initiated by the organization through different stages of the value creation process.

Among the definitions provided by the literature, it is that of OHern & Rindfleisch (2010) that is most useful for the analysis of the case considered in this: "a collaborative activity of development of new products into which consumers actively contribute and select various elements of a new product offered".

The concept of co-creation revolves around the creation of value. In this regard, Ulaga & Chacour (2001) discussed three consumer points of view on value. Among these, the point of view of consumers, which is the value produced by services and products. The point of view of the seller is the value of the possible income generated from the consumer purchase and the point of view of the consumer-seller is the value created through the exploitation of connections during the value creation process. It is the latest creation module of the value to be useful for the purpose of this analysis.

In defining an abstract construct such as co-creation, it needs to be clearly distinguished from constructs conceptually different, but closely related. Among these constructs, following the studies of Mount & Martinez (2014), open innovation represents co-operative innovation across company connections and environments with input from a network of collaborators

ranging from suppliers, research organizations, and value-producing consumers. Such expression characterizes a system in which innovation is not only carried out internally within a company but in a cooperative way with other external actors (Piller et al., 2010). Romero & Molina (2011) define open innovation as "the use of inflows and outflows of knowledge aimed at accelerating internal innovation and respectively expanding markets for use exterior of innovation".

Romero & Molina (2011) also treat co-innovation and open innovation as creation practices value based on the ongoing nature of collaboration between companies and consumer groups. In particular, they argue that the new approach to open innovation is to incorporate consumers, where they play active roles, in the various innovation activities, starting from the idea creation phase to the test finals. The objective is "to produce effective and innovative products and services".

Another term associated with co-creation is crowdsourcing, defined by Huberman et al. (2008) as the "online co-creation process". They argue that companies use their consumers to suggest new and developed versions of their products and services. With crowdsourcing, a function that was once performed by the employees of a company or institution is outsourced to an indefinite network of people in the form of an open call. Also, Djelassi & Decoopman (2016) provide a definition of crowdsourcing, describing it as a method of co-creation and a type of consumer-oriented innovation, which is not only a tool of promotion, but rather a business approach that allows to obtain and absorb the innovative ideas of consumers. The expression "open innovation" characterizes a system in which innovation is not only carried out internally within a company but cooperatively with other external actors (Roser et al., 2009).

Analyzing the literature, it emerges that since the fundamental goal of co-creation is to create mutual value, this term goes beyond open innovation, crowdsourcing is in fact mass customization and could include any collaborative activity.

Open innovation and crowdsourcing are an inclusive social approach to refine and improve processes in order to produce mutual value through external and internal collaboration. Furthermore, co-creation, unlike mass customization, benefits not only the individual participants in the innovation process but also the other consumers (Hollebeek, 2011).

In general, two types of co-creation can be identified: consumer-initiated co-creation, such as consumer participation in knowledge co-creation in blogs (Seraj, 2012), and co-creation sponsored by a company, where co-creation is conducted on behalf of the latter.

Furthermore, the co-creation of value can take place upstream and/or downstream of the market launch of the new product/service. Upstream co-creation is about the innovative potential of the consumer during the development of new products/services, while the downstream focus is on the personal consumption/brand experience of the consumer (Vernette & Kidar, 2013).

The level of co-creation depends on the scope and intensity of the activities. Hoyer et al. (2010) argue that the scope implies the importance businesses attach to working with consumers at all stages of the production of a new product, starting from the conception up to the product launch. Large-scale companies, in fact, involve consumers in all phases of the process. The intensity refers, instead, to the degree to which firms depend on consumers at a specific stage of new product development. Therefore, intensive enterprises in a specific stage depend solely on consumers in the product development stage (Frow et al., 2015).

In summary, the value co-creation is the result of involving customers in the ideation process of the offer. Consumers, as holders of knowledge and experience, are involved in different circumstances: they can, for example, generate new ideas, rework ideas created by companies, and help to evaluate the feasibility of the new products suggested (Kim & Slotegraaf, 2016).

In the literature, it is possible to identify different degrees of collaboration with consumers, with whom they are associated in different co-creation settings. Co-creation of value takes various forms such as ideation, product co-design, product testing and promotion, consumer experience, self-selection, and self-service (Fernandes & Remelhe, 2016).

The conception of a new product as a form of co-creation is frequent in the literature. Between these, Zwass (2010) states that consumers, as a whole and gathered in communities, as "users of produced under the most diverse circumstances and collective holders of diverse stocks of knowledge and experience, can generate new product ideas, process ideas generated within organizations and help to evaluate the feasibility of the new products proposed". In creating a new product, companies, therefore, involve consumers in the creation of new ideas and in the evaluation of ideas that existed before turning them into a product or service (OHern & Rindfleisch, 2010).

Product co-design is a process in which a customer provides a company with greater content of a new product or design, while many customers help select which content or design should be adopted by the company. It also requires a high degree of collaboration with consumers and is an example of co-creation where companies strongly involve the consumer in

designing the specifications and features of products and services (Djelassi & Decoopman, 2016).

Product testing and promotion involve consumers obtaining information and sharing their experiences about them through electronic word-of-mouth (Djelassi & Decoopman, 2016). Consumer engagement in testing and promoting a product also requires a significant degree of collaboration with consumers. Therefore, product ideation, co-design, and promotion are considered to have a high degree of scope and intensity.

Payne et al. (2008) argue that one area where a high degree of collaboration is being adopted is in the creation of corporate consumer experiences. Consumer engagement in experience creation again implies a high degree of collaboration, which could result in a high level of scope and intensity. However, Prahalad & Ramaswamy (2004) argue that experience development is not co-creation, but rather a way for companies to engage consumers in activities that can build and increase loyalty and engagement.

A further form that co-creation can take is self-selection, which is represented by the customer choosing services using the vendor recommendation process to solve a specific problem. However, Prahalad & Ramaswamy (2004) argue that providing good customer service or "pampering" the consumer with excessive customer service is not co-creation, but rather a way to bring consumers closer to the company's offerings.

Finally, self-service implies a transfer of work to the consumer by companies. However, even in this case, according to Prahalad & Ramaswamy (2004), the transfer of activities from companies in the form of self-service is not a co-creation, but rather a way to connect consumers to a company's offerings.

Therefore, in summary, co-creation is defined as an active, creative, social, and collaborative process, that can be initiated by the company, and which should, under "physiological" conditions, generate value for all parts. By breaking down the definition, the main connotations of co-creation can be highlighted:

- a "process", which is represented by an interaction that takes place between a company and consumers (or other interlocutors); interaction can be sustained in physical environments as much as in virtual ones (online co-creation);

- "active", to indicate that the participants must be strongly involved (engaged) in the process and have the will to interact and co-create. The engagement must be strong on both sides. In the absence of perceived benefits, the consumer will not feel

16

"involved" in the process and, in the event of a strong perceived asymmetry of these benefits, will be able to "co-destroy" value (Cova et al., 2006; Plé & Chumpitaz Cáceres, 2010), instead of co-create it;

– "creative", in the sense that by enhancing the "energies" and mutual knowledge of the parties involved, the process can lead to the discovery of new ideas or concepts or new associations between existing ideas and concepts, co-generating new knowledge;

– "social", involving the intentional and finalized interaction of (at least) two parties, which can find expression not only in a dyadic way (in the interactions between companies and the consumer) but also in a multipolar form, resulting particularly "fertile" at the within consumer society (e.g., virtual communities);

– "collaborative", and, therefore, based on the recognition of consumer skills and on the idea that the company and consumers are placed on the same level and that both can, with their own resources, contribute to generating value;

– "which can be initiated by the company" (sponsored co-creation) but can also be initiated spontaneously by consumers; in any case, the sphere of production and that of consumption must meet, it is not enough for consumers to engage in horizontal forms of collaboration (mass collaboration) or that they autonomously generate content relating to products and services (for example fueling word of mouth);

– which, "under physiological conditions, leads to the creation of value for all parties", thanks to the integration/exchange of resources (which are both operant and operand for both the consumer and the company). However, it must be remembered that, in the context of co-creation, value is not created instrumentally, instead emerging from the lived experience of the consumer (Grönroos, 2012; Ramaswamy & Gouillart, 2010);

in these terms, the ability to offer a valuable experience is essential to keep the motivation for co-creation high (which must be encouraged, also to maintain the essential "balance" in the distribution of benefits).

2.2 Definitions of Value Co-Creation

In the marketing literature, the concept of co-creation is often misused and confused with similar terms. As a result, there are different definitions of co-creation that reflect different author perspectives. Some widely referenced definitions are summarized in Table 1.

Table 1 – Definitions of Value Co-Creation.

Authors	Definitions
Wikström (1996, p. 362)	"Is company-consumer interaction (social exchange) and adaptation, for the purpose of attaining added value"
Tzokas & Saren (1997, p. 114)	"Value can only be reached by means of blending the activities of two strategically positioned yet highly dependent systems of production and consumption"
Tzokas & Saren (1999, p. 60)	"Value, for both the firm and the customer, is created in the combined, yet unique, effort of systems of production and consumption working synergistically"
Grönroos (2000, p. 5)	"Value for customer is created throughout the relationship by the customer, partly in interactions between the customer and the supplier or service provider"
Prahalad & Ramaswamy (2000, p. 83)	"Co-create personalized experiences with customers want to shape these experiences themselves, both individually or with experts or other customers"
Prahalad & Ramaswamy (2003, p. 13)	"There are multiple points of exchange where the consumer and the company can co-create value"
Vargo & Lusch (2004, p. 2)	"Customers are active participants in relational exchanges and coproduction"
Arnould et al. (2006, p. 4)	"Consumers deploy their operand resources and use of the firms' operand and operant resources to create value"

Ballantyne & Varey (2006, p. 344)	"Spontaneous, collaborative and dialogical interactions, where putting things together that others do not think to go together achieve something new and unique in the process leading to competitive advantage"
Lusch & Vargo (2006, p. 284)	"The S-D logic notion of value co-creation suggests that there is no value until an offering is used experience and perception are essential to value determination"
Auh et al. (2007, p. 361)	"Constructive customer participation in the service creation and delivery process" and clarify that it "requires meaningful, cooperative contributions to the service process"
Lusch et al. (2007, p. 11)	"Value can only be determined by the user in the consumption process. Thus, it occurs at the intersection of the offerer, the customer, either in direct interaction or mediated by a good, and other value creation partner"
Cova & Salle (2008, p. 271)	"Value co-creation process involving actors from both the supply network and the (business) customer network"
Kristensson et al. (2008, p. 475)	"The involvement of the customer as an active collaborator right from the beginning of the innovation process"
Payne et al. (2008, p. 84)	"Process involves the supplier creating superior value propositions, with customers determining value when a good or service is consumed"
Rajah et al. (2008, pp. 367-368)	"A process requiring an active participation of the customer and relevant actors in the experience network"
Vargo et al. (2008, p. 150)	"Co-creation of value inherently requires the participation of more than one service system, and it is through integration and application of resources made available through the exchange that value is created"
Xie et al. (2008, p. 110)	"Presumption as value creation activities undertaken by the consumer that result in the production of products they eventually consume and that become their consumption experiences"

Zwick et al. (2008, p. 184)	"As a set of organizational strategies and discursive procedures aimed at reconfiguring social relations of production, works through the freedom of the consumer subject with the objective of encouraging and capturing the know-how of this creative common"
Roser et al. (2009, p. 9)	"An active, creative and social process, based on collaboration between producers and users, that is initiated by the firm to generate value for customers"
Schau et al. (2009, p. 30)	"Consumer collectives are the site of much value creation which emerges through emergent participatory actions of multiple members"
Banks & Potts (2010, p. 260)	"Consumer co-creation emerges as an evolved process in respect of practices, identities, social norms, business models and institutions of both market-based extrinsically motivated exchange relations and culturally shaped intrinsically motivated production relations"
Finsterwalder & Tuzovic (2010, p. 111)	"The customer's role as a part of the production and delivery process of the service"
Gebauer et al. (2010, p. 514)	"The rudimentary precept that the involvement of both the customer and the producer is required to create value"
Gummesson et al. (2010, p. 190)	"Is enabled by Actor 2 Actor (A2A) involvement and commitment. It is a time-based process which simultaneously comprises parallel and sequential phases"
Heinonen et al. (2010, p. 534)	"Firm provides service co-creation of value opportunities, consumers only engage in value creation as part of how consumption activities become a part of their life goals"
Ng et al. (2010, p. 9)	"The customer realizing the value proposition to obtain benefits (value-in-use)"
Ostrom et al. (2010, p. 25)	"Cocreation (of value) is conceptualized as collaboration in the creation of value through shared inventiveness, design, and other discretionary behaviors"

Plé & Chumpitaz Cáceres (2010, p. 431)	"As an interactional process between service systems that results in a decline in at least one of the systems' well-being (which, given the nature of a service system, can be individual or organizational). During this process, these service systems interact either directly (person-to-person) or indirectly (via appliances such as goods) through the integration and application of resources"
Cassinger & Bertilsson (2011, p. 412)	"The process where exchange value is co-created between firm and consumers"
Edvardsson et al. (2011, p. 327)	"Is shaped by social forces, is reproduced in social structures, and can be asymmetric for the actors involved"
Grönroos (2011, p. 290)	"About joint creation of value by the company and the customer", "allowing the customer to co-construct the service experience to suit her context", "Joint problem definition and problem solving", "Creating an experience", environment in which consumers can have active dialogue and co-construct personalized experiences; product may be the same (e.g., Lego Mind storms) but customers can construct different experiences", "Experience variety", "Experience of one", "Experiencing the business as consumers do in real time", "Continuous dialogue", "Constructing personalized experiences", "Innovating experience environments for new co-creation experiences"
Ramaswamy (2011, p.5)	"The process by which mutual value is expanded together, where the value to participating individuals is a function of their experiences, both their engagement experiences on the platform and productive and meaningful human experiences that result"
Randall et al. (2011, p. 5)	"An evolutionary process that occurs not only between the firm and the customer but also among the community of customers"

Witell et al. (2011, p. 143)	"Activities in which customers actively participate in the early phases of the development process by contributing information about their own needs and/or suggesting ideas for future services that they would value being able to use"
Grönroos (2012, p. 1523)	"Joint collaborative activities by parties involved in direct interactions, aiming to contribute to the value that emerges for one or both parties"
Hilton et al. (2012, p. 1504)	"As planned resource integration behaviour by actors intended to realize a value proposition"
Lambert & Enz (2012, p. 1601)	"As a three-phase cycle comprised of (1) joint crafting of value propositions, (2) value actualization (3) value determination"
Park (2012, pp. 87-88)	"An equal evolving participatory process between user and designer towards sharing of values, knowledge, and needs, and building of a sense of community. In this sense, cocreation is a monistic system"
Syvertsen (2012, p. 16)	"Value and meaning are created together with customers and other stakeholders, through a process called co-creation among business managers and academics"
Grönroos & Voima (2013, p. 134)	"Refers to customers' creation of value-in-use where co-creation is a function of interaction"
Ind & Coates (2013, p. 92)	"As a process that provides an opportunity for on-going interaction, where the organization is willing to share its world with external stakeholders and can generate in return the insight that can be derived from their engagement"
Roser et al. (2013, p. 23)	"An interactive, creative and social process between stakeholders that is initiated by the firm at different stages of the value creation process"

Yi & Gong (2013, pp. 1-2)	"Two types of customer value co-creation behavior: customer participation behavior, which refers to required (in-role) behavior necessary for successful value co-creation, and customer citizenship behavior, which is voluntary (extra-role) behavior that provides extraordinary value to the firm but is not necessarily required for value cocreation"
Frow et al. (2015, p. 1)	"An interactive process involving at least two willing resource integrating actors which are engaged in specific forms of mutually beneficial collaboration, resulting in value creation for those actors"
McColl-Kennedy et al. (2015, p. 5)	"Benefit realized from integration of resources through activities and interactions with collaborators in the customer's service network.'' That is, a process including the focal firm and potentially other market-facing and public sources and private sources as well as customer activities (personal sources)

Source: Personal elaboration

The concept of co-creation is often surrounded by confusion and different interpretations in the marketing literature. It is associated with various terms such as co-production, engagement, involvement, seduction, participation, presumption, and collaboration, among others. In this thesis, the term co-creation refers to the process by which value is co-created. This indicates that value is generated through collaborative efforts and interactions between the company and the customer.

As a result, co-creation can be defined as:

"a joint innovation of value and/or distinctive experiences through the participation of customers and other stakeholders."

(Foroudi et al., 2019)

2.3 Value Co-Creation models and strategies

Various value co-creation models have been developed in line with the co-creation vision provided by S-D logic, which will be described below.

To build a system for co-creation of value, it is first necessary to start with the building blocks of the interactions between the company and consumers that facilitate co-creation experiences. Prahalad & Ramaswamy (2004) introduced the four key components of the DART model of value creation: Dialogue, Access, Risk, and Transparency (DART). These elements emerge from the literature as foundations for the interaction between the consumer and the company and are challenging the strong positions that managers have traditionally taken on the matter.

Dialogue is based on a view of the markets as a set of conversations between the customer and the company and implies interactivity, deep commitment, and the ability and willingness to act on both sides (Ind & Schmidt, 2020; Melis et al., 2023; Romero & Molina, 2011). In particular, it focuses on mutual learning and interaction between two problem-solving agents rather than just one-way communication with consumers. Thus, it fosters knowledge exchange and improved mutual understanding between companies and consumers. To build an active dialogue and develop a shared solution, the business and the consumer must be equals and solvers of common problems, as it is difficult to create a dialogue between two unequal parties. Furthermore, this dialogue must focus on issues of interest to both parties and the rules of interaction between the two parties must be clearly defined (Prahalad & Ramaswamy, 2004).

For an effective and meaningful dialogue, it is necessary that consumers have the same access to information and that its transparency is guaranteed. Transparency between organizations and consumers is key to building trust between them. Previously, organizations benefited from the information asymmetry between them and consumers. However, today, with the increased accessibility of information to consumers, it has become more important to create new levels of transparency. Thanks to the ubiquity of connectivity, it is possible for the consumer to have access to all the information he needs, coming not only from the company but also from other consumers. In fact, consumer communication and dialogue offer them an alternative source of information and perspective, making them no longer totally dependent on company communications (Kang & Hustvedt, 2014).

Furthermore, dialogue, access, and transparency can lead to a clear assessment by the consumer of the risks and benefits of an action or decision.

In fact, instead of depending solely on the company, the consumer now has the tools and support structures able to help him make a decision, through an assessment and understanding that is no longer generic of the risks, but personalized, based on the subject

himself. Risk assessment is a notion that believes that because consumers share responsibility with businesses for value creation, not only will they ask for more details about the likely risks of products and services, but they may also share responsibility for addressing those risks (Prahalad & Ramaswamy, 2004).

To ensure an effective collaboration process, a company can combine the key components of the DART model. Combining access with transparency improves the consumer's ability to make informed choices. Linking dialogue with risk assessment develops the ability to discuss and co-create policies. Merging access to dialogue increases the ability to improve and preserve thematic groups. Combining transparency with risk assessment enriches the ability to co-develop trust (Payne et al., 2008).

In line with the Transparency component of the DART model, Nambisan & Nambisan (2008) identify three different degrees of transparency. Among these is the transparency of the role, i.e., the need to clearly and transparently define the role that consumers' opinion plays in the process. Process transparency, on the other hand, is linked to the precision and clarity of a given innovation procedure and concerns the temporal order, who is involved, and how this subject relates to other parts of the company's processes. Finally, transparency of results implies keeping consumers informed of the results of one's suggestions (Lusch & Nambisan, 2015).

The building blocks of the DART model must be enabled by technical and social infrastructures (e.g., electronic platforms and virtual communities) that enable consumers to co-create experiences that enhance and represent business value to organizations.

According to the literature, the DART model is considered worthy of mention as it is believed that it discusses all the fundamental and significant characteristics of the co-creation of value and that its use allows to obtain a greater participation of customers as partners in the creation of value.

As for Payne et al. (2008)'s model, it includes three processes: customer processes, meeting processes, and supply processes.

This model in turn includes five other processes: the strategic development process, the value creation process, the multi-channel integration process, the performance evaluation process, and the information management process.

It also recognizes that customer goals are critical to the co-creation process, so it is crucial to carefully identify relevant customers and understand them thoroughly. According to this

perspective, customers have different experiences and desires, so it is essential to divide them into homogeneous groups in order to develop targeted value offers. To implement this strategy, it is crucial to constantly interact and communicate with customers, particularly by engaging relevant ones and carefully evaluating their experiences. These interactions allow insights to be gained that can be used to develop new and better services and release new products. The concept of personalization is at the heart of this model of co-creation of value and requires deep and scrupulous attention to customer expectations and experiences, to be able to build and develop the right value propositions.

Payne et al. (2008) further proposed a five-step framework for executing a successful co-creation strategy:

1. Identify stakeholders

2. Determine core values

3. Facilitate dialogue and knowledge sharing

4. Identify value co-creation opportunities

5. Co-create value propositions with stakeholders.

This process is iterative and recursive with each step potentially affecting the other steps. In addition, the steps involve tracking and monitoring feedback and integrating knowledge with other resources. The resulting jointly created value propositions represent a tangible mechanism for the joint creation of shared value among stakeholders (Tajvidi et al., 2021).

Hoyer et al. (2010) identify four phases of consumer engagement in co-creation activities: ideation, product development, commercialization, and post-launch.

In addition, Füller (2010) uses three phases comparable to those of Hoyer et al. (2010): idea generation, design and development phase, and test and relaunch phase. In the ideation or idea generation stage, consumers can serve as a resource to generate new offerings. Useful is the use of interactive multimedia tools, virtual brainstorming, or virtual focus groups to support users in creating new ideas. Furthermore, a high degree of consumer co-creation in the ideation and development phase can contribute significantly to new products and continued performance (Roberts et al., 2022). The design and development phase refers to the production of the core offering itself.

In the testing and launch phase, you can get valuable product feedback from consumers. Consumers can also be involved in product communication, generating conversations and sharing impressions (Buhalis & Sinarta, 2019).

2.4 The role of the customer

In modern society, there is a growing awareness that companies should focus on customers' willingness to collaborate (Markovic et al., 2021). Customers not only want to support companies in producing innovative items but also contribute to the development of new marketing ideas. This shift is due to the fact that consumers are now connected with each other and actively provide feedback to companies (Kim et al., 2020).

The capability of consumers to communicate and co-create with companies can be attributed to the advancements in global communication technologies. The emergence of new technologies, the development of the internet, computers, and social media have transformed the distribution of information and the production of commercial advertisements (Breidbach et al., 2013).

The improvement in technologies has significantly increased communication among consumers as well as between consumers and companies in recent years. This enhanced connectivity enables consumers to easily engage with firms, express their opinions, and share feedback (Xu et al., 2002). As a result, creative consumers are more inclined to support cultural and collaborative brands, while criticizing companies that make marketing decisions without involving people (Rokka, 2021).

In today's business landscape, companies no longer have complete control over their brands. They need to constantly compare their ideas with customer opinions. Collaborating with customers has become a necessity for companies to derive the most value from their marketing strategies. Failure to do so can potentially result in being left behind in the industry (Kotler et al., 2019).

Collaborative marketing stands out due to its ability to leverage original and distinctive customer-generated content. The concept of collaborative marketing stimulates consumers' desire to interact with the brand and other consumers, allowing them to be actively involved in marketing activities and create creative content themselves (Fernandes & Remelhe, 2016). This trend reflects our creative society and the widespread use of social media, where individuals express ideas, thoughts, and beliefs without geographical boundaries.

According to Muñiz & Schau (2011), the creation of customer-generated content is often driven by personal brand attachment. Customers are highly capable of creating engaging content that resonates strongly with their networks of contacts. Additionally, Baldus et al. (2015) emphasize that members of brand communities are typically adept at creating compelling brand content. Their strong sense of belonging and involvement within these communities often results in the generation of high-quality content.

Customers' content creation is seen as an expression of their willingness to actively participate in the process of value creation. This phenomenon reflects the creative nature of our society and the widespread use of social media as a platform for expressing ideas, thoughts, and beliefs without being limited by geographical boundaries (Fernandes & Remelhe, 2016).

Companies now have the opportunity to leverage customer-generated content in their marketing strategies, which not only allows them to benefit from this content but also helps in cultivating customer loyalty and fostering long-lasting relationships. This approach recognizes the boundaryless nature of the world we live in, where companies operate in a dynamic and interconnected environment. The opportunities and challenges of the 21st century are closely tied to the emergence of creative consumers and the widespread use of social media (Ind et al., 2013).

The development of creative consumers, who actively participate in content creation, and the influence of social media have significantly shaped the business landscape. Companies can tap into this creative consumer base and utilize the content they generate to enhance their marketing efforts, strengthen customer relationships, and adapt to the evolving business landscape (Berthon et al., 2007).

According to Berthon et al. (2012), the evolution of the web and the widespread use of social media platforms can be seen as the technical infrastructure that enables the social phenomenon of collective media and facilitates the generation of consumer-generated content. This has led to a significant shift in the locus of value production from the firm to the consumer. The web revolution has played a crucial role in facilitating content creation, interaction, and interoperability. It has empowered lay users, placing them at the center stage in terms of design, collaboration, and community on the World Wide Web. This shift in power dynamics has transformed the way value is produced and has given consumers a central role in the process.

In today's digital landscape, customers have access to user-friendly websites and interactive interfaces that enable them to communicate with brands and share their opinions about products or experiences. Companies consider these customers to be increasingly important because their content is shared with other people, including potential customers who consider these opinions when making purchasing decisions. These "creative customers" are seen as a new source of value in the hyper-competitive business environment, as they generate value-added content on social media (Plé & Lecocq, 2015).

"Creative customers" refer to those customers who actively contribute by creating valuable content on social media platforms. Their network of contacts consists of friends and associates with whom they engage on social media. Social media platforms act as the medium through which this content is shared (Gong & Choi, 2016).

The value of social media in companies' marketing strategies lies in the increasing number of social networks available on the internet, which facilitates numerous and structured dialogues between companies and customers. The focus has shifted from traditional "one-to-many communications" to real "social media dialogues" where companies engage in conversations and build relationships with their customers (Bajpai et al., 2012).

In the current business landscape, companies have the opportunity to leverage conversations among customers that take place on Internet. By intervening in these dialogues, firms can improve brand visibility and stimulate positive word-of-mouth effects. The content shared on various online platforms is created by millions of users worldwide (He et al., 2021).

From a marketing perspective, companies can inspire users to create content that aligns with the brand's marketing strategy. According to Berthon et al. (2012), customer-generated content can vary significantly and typically follows a specific cycle. It begins with informal discussions among consumers about products and services. These discussions can then evolve into organized reviews and evaluations in text or video format. Eventually, consumers may even become personally involved in promoting or demoting brands through self-created advertising videos. This cycle of customer-generated content creation showcases the active participation of consumers in shaping the perception and promotion of brands (Sohail & Al-Jabri, 2017).

As technology, web infrastructures, and customer needs continue to evolve, it has significant marketing implications. These changes have led to the development of collaborative marketing. Marketers must not only understand the workings of new technologies but also anticipate their future evolution (Wang & Xiang, 2007).

However, it is even more crucial for marketers to understand how customers' needs will change in the future (Rust, 2020). Customers are no longer traditionally passive consumers but have emerged as a major source of creative talent. Their active participation and contribution to content creation and innovation have reshaped the marketing landscape. To effectively navigate this evolving landscape, marketers need to keep a pulse on customer trends and adapt their strategies accordingly (Nohutlu et al., 2022; Yang et al., 2019; Ye & Kankanhalli, 2020).

2.5 Forms of co-creation and benefits for the consumer

The participation of the consumer in company processes, in real or virtual environments of interaction, is not, conceptually, a new phenomenon. Since the 1950s, marketing literature has known the development of a line of research on the themes of self-service, and, subsequently, has been interested in the participation of the customer in studies on the co-production of services (Yang et al., 2019).

Starting from these works, then passing through those dedicated to relational and experiential marketing, to reach the Consumer Culture Theory (Gurova, 2019), there are many contributions that have highlighted the blurring of the boundaries between the world of production and that of consumption (Eden, 2017; Kim & Kwon, 2017). In this context, the consumer can take on an increasingly active and participating role, managing to become an integral part of the value creation system, also thanks to the expressive and connective potential offered by new technologies (Nenonen et al., 2019).

The consumer's participation in the process of value co-creation can take place in different forms which can be distinguished based on the factors resumed in Table 2.

Table 2 – Factors influencing consumer participation in the value co-creation process.

Factor	Definition
Intensity or degree of participation	It can be weak or strong, depending on the lesser or greater complexity of the activity carried out by the consumer and, therefore, on the commitment that is required of him.

Duration of participation	It leads to distinguishing "discreet", punctual forms of co-creation, which are exhausted in a limited period of time, from lasting forms, which can potentially extend over time, such as collaborative platforms. In this case, while not requiring the consumer to be always "active", the company tries to establish and nurture a dialogue that goes beyond the performance of individual initiatives, showing itself ready to accept/listen to suggestions, ideas, and contributions that come from the world of consumption.
Type of interaction	In this sense, a "reactive" form of collaboration can be distinguished, if the consumer is activated in response to a solicitation from the company (e.g., "Vote for the taste of a new product"), or truly interactive, if the company tries to establish and nurture dialogue, showing itself ready (even by making specific investments) to accept the solicitations proactively coming from the market;
Expressive freedom	It is the possibility for the consumer to express his or her creativity with or without constraints imposed by the company (for example, designing a commercial for a product or creating it starting from a brief and from the "raw" materials made available by the company).
Number and type of participants	If the interaction were to take place on an individual level or through the activation of a community of creation and generation of ideas, in this case, the community can be "targeted" towards a specific audience (lead users or other users identified on the basis of socio-demographic, cultural characteristics, etc.) or open to all.
Type of expected benefit or driver that can induce the consumer to participate	In line with social psychology studies, they can be distinguished between intrinsic and extrinsic motivations; in the light of the former, the collaborative behavior of the consumer is determined by the interest, curiosity, and pleasure

	he feels in carrying out a certain activity (considered, in itself, satisfying). On the other hand, this behavior is generated by extrinsic motivations if the individual's involvement in the activity is instrumental with respect to the achievement of a specific objective or a reward, which can be of a monetary nature (a sum of money, a discount on the product, an intellectual property right) or of another nature (e.g. privileges, public recognition, increase in status, etc.).

Source: Personal elaboration

CHAPTER 3: SLNA – SYSTEMATIC LITERATURE NETWORK ANALYSIS

As mentioned in the previous chapter, since the 1970s, the role of the customer within the business environment has been of considerable importance. In particular, his involvement has been crucial in identifying the determining factors for success in the development of products or services (Rothwell et al., 1974).

Since then, customers have become active participants in various business innovation processes and are involved in the development of new products or services (Piller et al., 2011). This process of collaboration between manufacturers (or retailers) and customers (or users) is known as "customer co-creation".

Customer co-creation is described as the joint process of value generation by the company and the customer. It consists of enabling the customer to actively participate in the construction of the service experience, adapting it to his or her specific context (Prahalad & Ramaswamy, 2004).

Through this practice, companies and their customers are able to identify and solve problems together, creating an experiential environment where consumers can engage in active dialogue and build customized experiences (Prahalad & Ramaswamy, 2004). Hence, the customer is not simply considered a passive recipient but becomes a collaborative partner actively contributing to the creation of value with the company (Lusch & Vargo, 2006).

Another important finding concerning co-creation with customers for innovation was made by Saarijärvi (2012), who argued that co-creation is an essential part of modern marketing and implies "shared inventiveness". Therefore, the potential of customers to contribute to innovation and value creation has also been recognized in other studies (Corsaro, 2019; Hatch & Schultz, 2010; Rashid et al., 2019; Saarijärvi et al., 2013).

Although customer co-creation represents an emerging phenomenon in the corporate environment, the available literature on this topic is still largely unexplored and lacks a recent systematic review. Thus, this chapter aims to fill this gap through a Systematic Literature Network Analysis (SLNA) (Colicchia et al., 2019; Khitous et al., 2020).

By using citation analysis, identification of the most frequent keywords, and the overall citation score obtained from Scopus, this study explores how the literature on customer co-creation has evolved over time, which articles have played a key role in knowledge

development, which methodological approaches have dominated, and the existence of promising, under-explored, or attention-grabbing areas of research in recent years.

In detail, this study proceeds with a detailed description of the method used, including the process of selecting the sample of documents to be analyzed and the evaluation of the data collected. Subsequently, the results obtained are presented, dividing them into outputs of the citation network analysis, keyword co-occurrence analysis, and global citation score analysis. Finally, some conclusions are drawn, highlighting the promising research agenda and emerging trends in customer co-creation.

3.1 Material and method

The methodology adopted for the selection and analysis of articles is based on the SLNA approach, which combines Systematic Literature Review (SLR) with bibliographic network analysis.

The use of SLNA allows a systematic literature review to be conducted, which allows the scope of the research to be delineated and can be useful for understanding current trends, identifying gaps in the scientific literature, and consolidating emerging topics in other areas (Lagorio et al., 2016).

The selection of documents obtained in this phase is subsequently used for bibliographic analysis and visualization. The purpose of this analysis is to outline the evolution of the main topics covered and emerging trends in research using Citation Network Analysis (CNA), Keywords Co-Occurrence Network, and Global Citations Score (GCS).

The first step of a Systematic Literature Network Analysis is to collect data on academic publications through a Systematic Literature Review. Currently, there are several citation databases that can be used to collect data for SLNA, such as Web of Science and Scopus. Scopus, produced by Elsevier, is considered one of the largest citation databases (Colicchia et al., 2019; Falagas et al., 2008; Zhang & Merunka, 2015). It provides access to papers published in a wide range of journals covering numerous scientific fields.

Therefore, Scopus was selected as the optimal solution to conduct this analysis. The search was performed in December 2022. In order to map the existing literature on the value of customer co-creation, the following search string was used, limiting the search by keyword and title in order to retrieve only relevant materials:
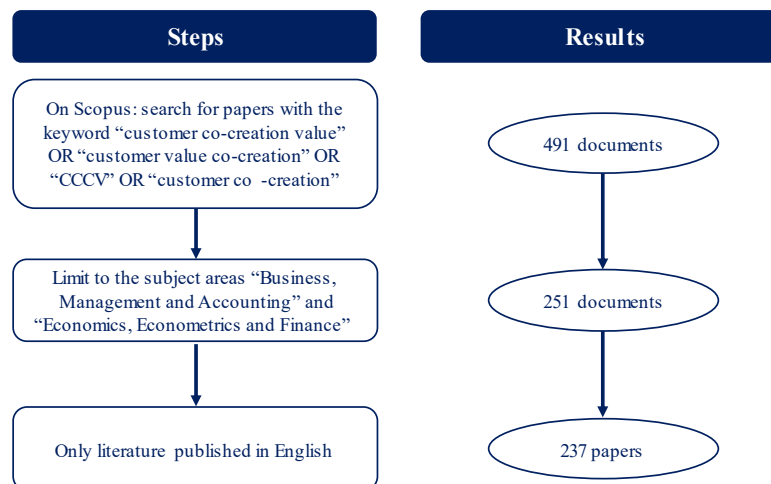
"customer co-creation value" OR "customer value co-creation"

OR "CCCV" OR "customer co-creation"

The search was further limited to papers in the categories *"Business, Management and Accounting"* and *"Economics, Econometrics and Finance"*. Furthermore, the results were limited to papers published in the English language.

The final sample consists of 237 articles with the value of customer co-creation as a central topic (Figure 1). This represents the starting point for the next phase of the analysis. Through these steps, it is possible to isolate the most relevant documents that will be analyzed in the next steps.

Figure 1 – Papers selection procedure and results.

Steps	Results
On Scopus: search for papers with the keyword "customer co-creation value" OR "customer value co-creation" OR "CCCV" OR "customer co-creation"	491 documents
Limit to the subject areas "Business, Management and Accounting" and "Economics, Econometrics and Finance"	251 documents
Only literature published in English	237 papers

Source: Personal elaboration

The second phase of the SLNA includes the exploration of existing topics and emerging trends through a three-stage analysis of the bibliographic network. Specifically, the 237 articles collected constitute the input for the subsequent Citation Network, Keywords Co-Occurrence Network, and Global Citation Score analyses (Colicchia et al., 2019).

CNA is an approach that represents documents as nodes within a network, while citations are represented as links (arrows) between the nodes. In the network, this structure enables the tracing of citation chronology, providing a clearer insight into the impact of earlier research on subsequent studies. According to this approach, nodes that are not linked

correspond to papers that have neither been cited nor have cited other papers and are excluded from the analysis, as the CNA is based on citations (Khitous et al., 2020).

In this study, CNA is conducted using Pajek software, which is based on three main analytical techniques. These techniques are:

- **Community Analysis:** is used to identify and analyze large communities of connected nodes in the citation network. This makes it possible to identify groups of documents that are closely connected, revealing sub-fields or specific topics within the search domain.

- **Vector Analysis:** this technique is used to consider specific properties of clusters in the network. It allows the identification of common characteristics or trends of documents within a given community, contributing to a greater understanding of the dynamics and patterns present in the citation network.

- **Main Path Analysis:** this technique is used to identify the so-called "main paths", i.e., the citation sequences that represent the cornerstones of knowledge in the field of study. Through this analysis, it is possible to identify articles that have played a fundamental role in the development of the field and have been widely cited by other papers.

The combined use of these techniques makes it possible to obtain a comprehensive overview of the structure and evolution of the citation network, identifying communities, specific properties of clusters, and the main paths of development in the reference literature.

The CNA may disregard papers with few citations due to their chronological proximity or subjective author-related factors. Therefore, it is necessary to conduct both a keywords co-occurrence network analysis and a global citation score analysis, as these methodologies consider the literature in its broadest scope, including isolated nodes.

Keyword co-occurrence analysis is based on the keywords of the documents and is performed using the VOSViewer software. This tool enables the creation of clusters in the visualization of similarities between keywords used in the documents. The 237 articles selected from Scopus, including unconnected nodes, constitute the input data for VOSViewer.

Through keyword co-occurrence analysis, it is possible to identify themes and concepts that are frequently mentioned in the literature, creating clusters representing related areas of interest.

Using a thesaurus file, the keywords were standardized to represent a unified form for singular and plural terms, abbreviations, and synonyms. As a result, VOSViewer generates a network of keywords in which each node represents a keyword, and its size indicates the number of documents in which that keyword appears. The nodes are linked together, and the thickness of the links reflects the frequency with which two keywords appear together in documents. The software automatically creates non-overlapping clusters of keywords of different colors, representing sub-areas of search focused on a specific facet of the analyzed topic. In this way, clusters of keywords can be identified that are closely related and represent specific topics within the search domain.

The Global Citation Score Analysis method evaluates the total number of citations an article has received in the entire database (such as Scopus). This analysis considers both articles that are part of a connected citation network and those in the Main Path. The aim of this analysis is to identify the most influential and relevant publications, taking into account the global normalized citation score. This score represents the ratio between the number of recent citations (e.g., in the year 2022) and the number of years since the article was published. Using this metric, it is possible to identify the most recent and ground-breaking studies that have received a high number of citations relative to the period considered.

3.2 Results

Before proceeding with the analysis of the bibliographic network, it is useful to provide some information on the database of 237 articles retrieved from Scopus. I begin by illustrating the distribution by years of newspaper publications dealing with customer co-creation of value, as summarized in Figure 2. The graph shows that the first article introducing the concept of co-creation of value by the customer in a business context dates to 2004. It also shows that this is a relatively recent area of research, with a steady increase in academic studies since 2014. In particular, three significant peaks have been recorded: in 2019 with 30 publications, in 2021 with 34 publications, and in 2022 with 32 publications.

This evidence suggests that the topic of customer value co-creation is becoming increasingly present in academic debates in the field of business and management. The increase in publications in recent years indicates a growing interest and focus on value co-creation as a relevant research topic.

Figure 2 – Distribution of the papers by years.
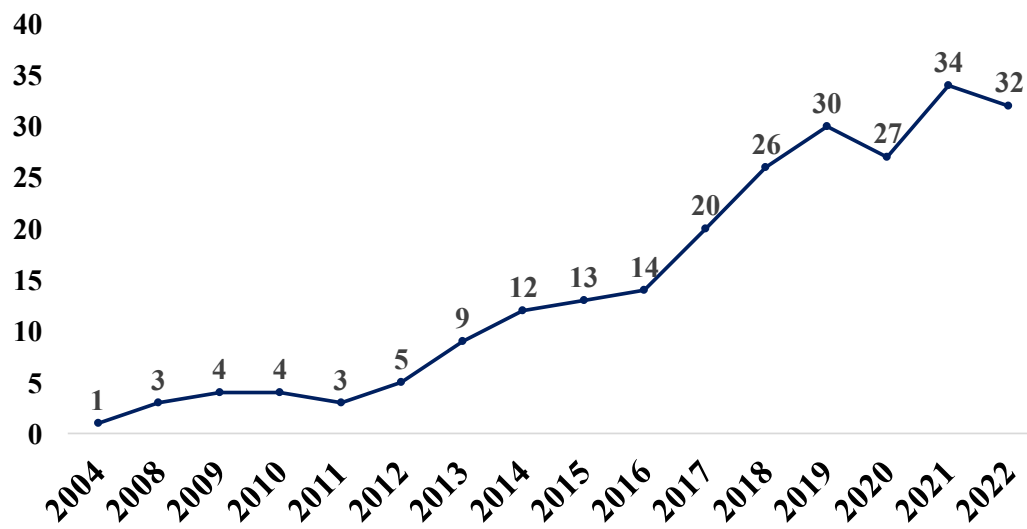
Source: Personal elaboration

Following this, Table 3 lists the main journals in which at least 3 articles dealing with the topic of co-creation of value by the customer have been published. The top journals, both in terms of number of published articles and citations, include the *Journal of Business Research*, the *Journal of Service Management*, and the *Journal of Service Theory and Practice*. Interestingly, despite having only 4 published articles, the *Journal of the Academy of Marketing Science* garnered over 800 citations, which denotes a significant recognition of the importance of the journal in this specific field of research. This confirms the relevance and authority of the journal in the academic community dealing with customer value co-creation.

Table 3 – Main journals on the topic with at least 3 papers published.

Journal	N of papers	N of citations
Journal of Business Research	10	858
Journal of Service Management	7	623
Journal of Service Theory and Practice	7	134
International Journal of Hospitality Management	5	122
International Journal of Industrial Engineering and Management	5	36
Journal of the Academy of Marketing Science	4	849
International Journal of Contemporary Hospitality Management	4	296
Marketing Intelligence and Planning	4	159

European Journal of Marketing	4	62
Journal of Services Marketing	4	28
Journal of Product Innovation Management	3	572
Tourism Management	3	511
Service Industries Journal	3	39
Journal of Strategic Marketing	3	36
Journal of Hospitality and Tourism Management	3	31
International Journal of Production Economics	3	18
Service Business	3	5
International Journal of Tourism Research	2	180
Information and Management	2	127
Current Issues in Tourism	2	78
Industrial Marketing Management	2	66
Business Horizons	2	47
Journal of Business and Industrial Marketing	2	40
Journal of Business Ethics	2	30
Management Decision	2	30
European Business Review	2	26
Benchmarking	2	23
R&D Management	2	22
Service Industries Journal	2	22
Journal of Research in Interactive Marketing	2	21
Journal of Marketing Management	2	17
Journal of Hospitality and Tourism Research	2	16
Journal of Islamic Marketing	2	14
Management Research Review	2	13
International Journal of Bank Marketing	2	9
Service Business,	2	6
International Journal of Service Industry Management	1	357
Review of Marketing Research	1	246
Journal of Personal Selling and Sales Management	1	158
Research Technology Management	1	137
California Management Review	1	115
International Journal of Quality and Service Sciences	1	86
Journal of Retailing	1	55
International Journal of Market Research	1	51
Technological Forecasting and Social Change	1	47
International Journal of Retail and Distribution Management	1	40
Long Range Planning	1	35
Journal of Retailing and Consumer Services	1	34
Journal of Interactive Marketing	1	26
Journal of Relationship Marketing	1	26
TQM Journal	1	26
Journal of Consumer Marketing	1	24
Journal of Innovation and Knowledge	1	24
Business Process Management Journal	1	23
Journal of Fashion Marketing and Management	1	22

Strategy and Leadership	1	22
International Journal of Engineering Business Management	1	21
International Journal of Culture, Tourism, and Hospitality Research	1	20
Electronic Commerce Research	1	17
Journal of Business-to-Business Marketing	1	17
Journal of Direct, Data and Digital Marketing Practice	1	17
Managing Service Quality	1	16
International Journal of Logistics Management	1	15
Journal of Vacation Marketing,	1	15
Managing Sport and Leisure	1	14
International Entrepreneurship and Management Journal	1	13
Journal of Cleaner Production	1	12
Journal of Self-Governance and Management Economics	1	12
Information and Management,	1	11
Journal of Brand Management	1	10
Journal of Global Marketing	1	9
Journal of Business Ethics,	1	8
Australasian Marketing Journal	1	7
Qualitative Market Research	1	7
Tourism Management Perspectives	1	7
Asia Pacific Journal of Marketing and Logistics	1	6
Journal of Business Research,	1	6
Journal of Destination Marketing and Management	1	6
Global Business Review	1	5
Journal of Hospitality and Tourism Research	1	5
Journal of Promotion Management	1	5
Technological Forecasting and Social Change	1	5
Asia Pacific Business Review	1	4
Engineering Management in Production and Services	1	4
International Journal of Bank Marketing	1	4
Journal of Retailing and Consumer Services	1	4

Source: Personal elaboration

3.2.1 Paper citation networks

The first step in conducting a CNA is to resize the database by considering only those papers with a minimum level of connections with the rest of the sample. As a result, I obtain a database of 175 articles, representing 74% of the initial list. These articles are interconnected through citations and represent the relevant knowledge on the value of co-creation of the customer.

Using Pajek's first two techniques, namely community analysis and vector analysis, it is possible to investigate the process of knowledge creation, transfer, and development within the citation network.

Furthermore, by using the Louvain method with specific parameters (maximum number of levels in each iteration: 20, maximum number of repetitions in each level: 50), the software identifies 14 well-differentiated communities in terms of size. Table 4 summarizes these different clusters and provides information on the main references, such as main topics, articles, publication dates, size in the largest component, and citations.

From another perspective, one can observe research trajectories that have consolidated over time, others that have emerged and experienced significant growth, while still others have died out over time. These findings provide an overview of the different research communities and trajectories within the literature on customer value co-creation.

Table 4 – Clusters in the biggest connected component.

Research Topic	Main Subjects	Examples of most relevant papers	Publication dates	Size in the biggest connected component
Cluster 1:	Customer co-creation in service innovation	(Bengtsson & Ryzhkova, 2015; Gustafsson et al., 2012)	2012-2022	8%
Cluster 2:	Customer co-creation under service failure-recovery situation; impact of initiation on customer post-recovery evaluations	(Dong et al., 2008; Xu, Marshall, et al., 2014)	2008-2022	5%
Cluster 3:	Customer knowledge in innovation processes	(Anning-Dorson et al., 2018; Cui & Wu, 2016)	2009-2022	6%
Cluster 4:	Customer involvement in innovation processes	(Khanagha et al., 2017; Trischler et al., 2017)	2010-2020	6%
Cluster 5:	Customer value co-creation behavior and SMEs radical creativity	(Balau et al., 2020; Clauss et al., 2019; Tran, T. B. H., & Vu, 2021)	2013-2022	3%
Cluster 6:	Customers as co-creators in new service innovation	(Edvardsson & Tronvoll, 2013; Shah, 2018)	2013-2020	3%
Cluster 7:	Customer value co-creation behavior	(Sfeir C.J., 2018; Yi & Gong, 2013)	2013-2022	18%
Cluster 8:	Customers' co-creation of value with other customers	(Rihova et al., 2013, 2015)	2013-2022	10%

Cluster 9:	Customer co-creation in service failure episodes	(Heidenreich et al., 2015; Sugathan & Ranjan, 2019)	2014-2022	7%
Cluster 10:	Customers' online value co-creation activities; customer co-creation behavior	(Frasquet-Deltoro et al., 2019; J. Y. M. Kang, 2014)	2014-2022	15%
Cluster 11:	Customer value co-creation attitude and behaviour; customer engagement	(Shamim et al., 2016; Yen et al., 2020)	2015-2020	8%
Cluster 12:	Co-creation value behaviour on customer satisfaction and loyalty within the context of digital channels	(Foroudi et al., 2019; Hidayanti et al., 2018)	2016-2022	5%
Cluster 13:	Impact of corporate social responsibility (CSR) activities on customer value co-creation behavior	(Luu, 2019; Mubushar et al., 2020)	2017-2022	3%
Cluster 14:	Effects of co-creative behaviour to satisfy tourists	(Pera, 2017; Santos-Vijande et al., 2018)	2017-2022	3%

Source: Personal elaboration

- **Clusters 5, 7, 10, 11, 12, 13 and 14** include articles written since 2013 and represent the largest clusters in the broader linked component, constituting 55% of its overall size. The main topic addressed by these clusters concerns the impact of customer value co-creation behaviour, which is also the third most cited topic with approximately 651 citations.

In the literature, these clusters initially focus on the different types and main drivers of customer value co-creation behaviour. Subsequently, the topic is explored in different research areas. First, the impact of corporate social responsibility (CSR) activities on customer value co-creation behaviour is analyzed. Second, storytelling is used as a powerful co-creation tool in the tourism sector. Third, it is studied how customer value co-creation behaviour can positively influence the image and reputation of universities. Finally, since customer co-creation behaviour is easier to express online than offline, recent research has focused on virtual co-creation behaviour.

These clusters represent important research areas within the field of customer value co-creation and reflect the interest and attention devoted to the impact of co-creation behaviour on corporate value and customer outcomes.

- **Clusters 1, 3, 4 and 6** represent the articles with the highest number of citations on the topic of the value of customer co-creation, totaling some 787 citations. These clusters make up 23% of the largest component of the citation network.

  The articles within these clusters focus on the exploration of customer involvement as co-creators in the innovation of new services. This topic reflects the interest and importance of understanding the active role of customers in the innovation process of companies. They highlight how customers can contribute significantly to the development and creation of new services, leading to added value for the company and the customers themselves.

  The analysis of these clusters provides an in-depth view of the most cited perspectives and research on the co-creation of customer value in service innovation. These articles represent important contributions to the academic literature and demonstrate the focus and importance of interaction and collaboration between companies and customers in the creation of successful new services.

- **Clusters 2 and 9** represent 12% of the largest connected component in the citation network and are characterized by a significant number of citations, about 553 in total. These clusters include older papers, dating back to 2008, and focus on the mechanism of customer co-creation in service recovery, known as co-recovery, when errors or problems with the service occur.

  The articles within these clusters explore how to involve customers in the process of troubleshooting and restoring service after an error or disruption. This type of customer co-creation in co-recovery focuses on the active participation of customers in providing feedback, suggestions, or solutions to address problematic situations and improve the overall service experience.

  The analysis of these clusters provides an important perspective on the co-creation of customer value in the context of service recovery. These articles highlight the importance of involving customers not only in the service development and delivery phase but also in the problem-solving process, recognizing their active role in the continuous improvement of service quality and customer satisfaction.

- **Cluster 8** represents the smallest connected component in the citation network, constituting only 10% of its overall size. However, it is one of the most cited clusters, with approximately 725 total citations.

Research within this cluster focuses on the co-creation of value by customers with other customers, with a particular focus on tourism and festival contexts. The articles in this cluster explore how customers can interact and collaborate with each other to create value for both themselves and other customers.

This cluster represents an important contribution to the literature on customer value co-creation, highlighting how customer interaction and collaboration can influence customer experience and value creation within specific tourism and festival contexts.

By using the Main Path tool in Pajek, it was possible to identify the most relevant documents that form the backbone of knowledge on the co-creation of customer value. This tool is based on the implementation of the key route algorithm on the connected main component of the citation network.

The final aim was to identify the nodes that were most frequently cited or that cite other papers, thus representing the most established and influential research in the field of customer value co-creation.

Through this analysis, 21 related nodes were recognized, representing the pillars of research in the field of customer value co-creation. These nodes were identified as the most important and influential papers within the citation network.

Figure 3 shows the visualization of these 21 connected nodes, which form the main knowledge pathway in the field of customer value co-creation.

Subsequently, each article was analyzed in detail, taking into consideration the topics covered, the publisher and year of publication, the country of origin of the authors, and the methodologies used. In the case of empirical studies, the country in which the research was conducted was also identified.

This approach allowed for an accurate identification of key documents and a more detailed view of the topics, sources, and methodologies used in the research on the co-creation of customer value.

Figure 3 – The Main Path.
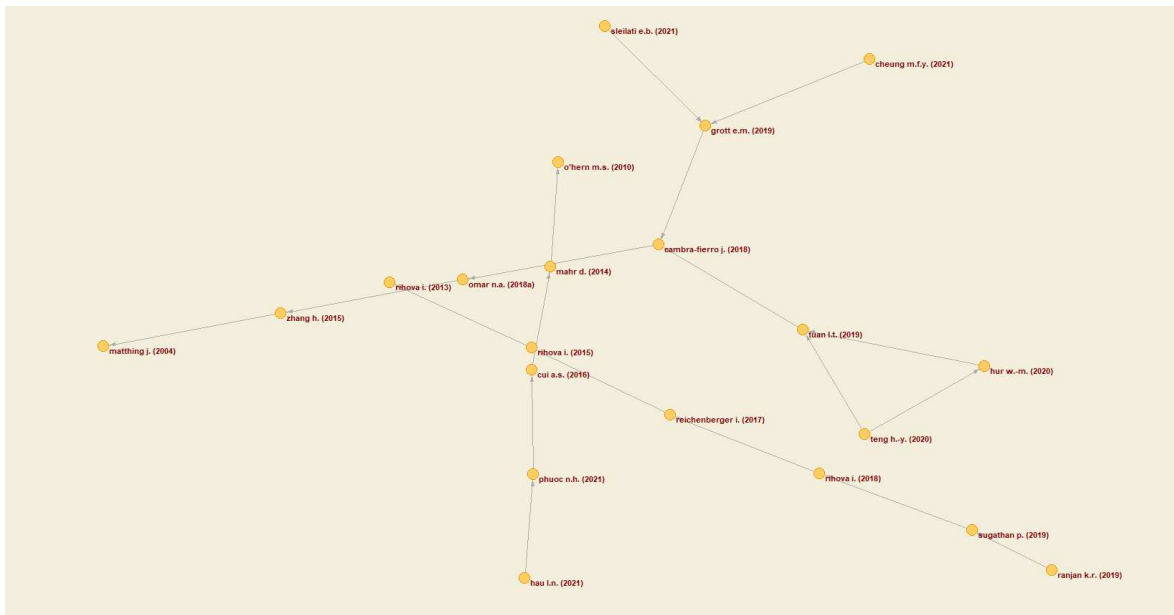
Source: Pajek software

According to the Main Path analysis, in order to understand the development of the topic of co-creation with customers, it is important to start with older articles that have contributed to its evolution over time.

The first relevant article identified is that of Matthing et al. (2004), which emphasizes that the development of new services requires understanding and anticipating the latent needs of customers. The author argues that in order to facilitate proactive customer learning, it is necessary to involve customers in the development process and observe their behaviour in real-life situations.

The second significant article is by OHern & Rindfleisch (2010), which highlights the importance of customer involvement as co-creators of value. This article highlights the active role of customers in the value creation process and how customer involvement can lead to positive results for companies.

Based on these two initial articles, Mahr et al. (2014) state that customer co-creation during the innovation process has become a major source of competitive advantage for companies. Customers actively engage in the innovation process and take on a role that was traditionally played by company employees in the past.

In addition, customer engagement in a co-creation process has also been studied by Zhang & Merunka (2015) and Omar et al. (2018), who have contributed to the understanding and deepening of this topic.

These articles represent important contributions to the literature on customer value co-creation and highlight how customer involvement in the innovation process and value creation is a relevant and strategic aspect for companies.

The article by Cambra-Fierro et al. (2018) analyzes how the relationship life cycle influences the link between relationship quality and customer value co-creation. The results show that the effect of relationship quality on customer value co-creation is more significant during the growth phase than during the decline phase. This study provides companies with interesting tools for customizing business strategies and adapting marketing investments to the specific situation of customers.

From this article, two further articles were developed. Tuan et al. (2019) focus on the co-creation of customer value in the context of business-to-business (B2B) tourism services and investigate the mechanisms underlying this relationship, focusing in particular on corporate social responsibility (CSR). This study was followed by two further articles. The first, conducted by Hur et al. (2020), explores the role of emotional brand attachment as a mediator in the relationship between customers' perception of corporate social responsibility and two extra-role customer behaviours: customer participation behaviour and customer citizenship behaviour. The second paper, conducted by Teng & Tsai (2020), investigates tourism value co-creation behaviors that play an essential role in creating a memorable tourism experience.

On the other hand, the article by Grott et al. (2019) analyses the outcomes of customer value co-creation using well-recognized customer management variables such as customer satisfaction, loyalty, and word of mouth (WOM). Subsequently, the topic of loyalty was further explored by Sleilati & Sfeir (2021), who investigated the impact of value co-creation behaviour on customer loyalty in the context of social media. This topic was also explored by Cheung & To (2021), who studied the role of customer engagement as a mediator in the relationship between service co-creation and customer loyalty.

These articles contribute to the understanding of customer value co-creation in different contexts and deepen the link between value co-creation and various outcomes, such as customer loyalty and customer experience. They highlight the importance of active customer involvement in the value creation process and how this can influence customers' behaviour and relationships with companies.

Finally, another main path identified through the Main Path analysis highlights the incremental development of knowledge on customer value co-creation over time.

One of the authors who appears most often in this path is Rihova, whose work focused on customer-to-customer co-creation (C2C) in 2013 (Rihova et al., 2013). Subsequently, his research focused on the tourism context with articles by Reichenberger (2017) and Rihova et al. (2015, 2018). Some scholars, such as Hau & Thuy (2021) and Hong et al. (2021), used the work of Rihova et al. (2015) as a starting point to explore the topic of customer co-creation behaviour.

These papers represent significant contributions to customer value co-creation research and have played a key role in the advancement of this field of study. Identifying the key papers and their role in the main path enables a better understanding of the direction of research and the evolution of the topics over time.

This approach of analysis allows the identification of key articles that have influenced subsequent research and continue to be relevant for the development of the field. These findings offer a clear overview of the evolution of research on customer value co-creation and provide insights into the topics that have been most deeply explored and could be the subject of further study in the future. The results also reveal the following aspects:

- in the research field of customer value co-creation, the majority of authors come from Asia, accounting for 47% of the articles in the main track. Similarly, it is also important to consider the significant contribution from Europe, accounting for 43% of the articles. Academics from countries such as the UK, Austria, Sweden, Spain, and the Netherlands played an important role in advancing knowledge regarding the value of customer co-creation. This highlights the international interest and collaboration in the field of customer value co-creation.

- The most prevalent methodological approach in the research on customer value co-creation was mainly empirical in nature, accounting for 86% of the articles. Within this approach, statistical analysis was the most widely used methodology. However, it is important to note that two studies took a qualitative approach using interviews as the data collection method (Reichenberger, 2017; Rihova et al., 2018), while only one study conducted an experiment (Matthing et al., 2004). In addition, only three articles in the main track followed a predominantly theoretical approach (OHern & Rindfleisch, 2010; Rihova et al., 2013, 2015). These results indicate a strong

preference for the empirical approach based on data analysis and evaluation of phenomena related to customer value co-creation through quantitative methods.

– Empirical research in the field of customer value co-creation has been conducted in different geographical regions. Empirical studies conducted in North America, Europe (particularly Sweden, the United Kingdom, and Spain), Asia (including Lebanon, Vietnam, South Korea, Taiwan, and China), and Oceania (such as New Zealand) were identified. This diverse geographic coverage highlights the global interest and spread of research on customer value co-creation, with academics from different parts of the world contributing to this field of study.

3.2.2 Co-word network analysis

The keyword analysis of the entire dataset retrieved from Scopus using the VOSViewer software provides an opportunity to delve into emerging research themes in the field of customer value co-creation. The two-dimensional keyword map, displayed in Figure 4, has 19 connected items and highlights the existence of 4 distinct clusters reflecting different micro-areas of research. These clusters represent specific and interconnected topics that have been recognized as emerging themes in the field of customer value co-creation. Keyword analysis can provide a visual overview of the structure and conceptual links between different research topics, thus facilitating understanding of trends and future research directions in customer value co-creation.

Figure 4 – Keyword network.
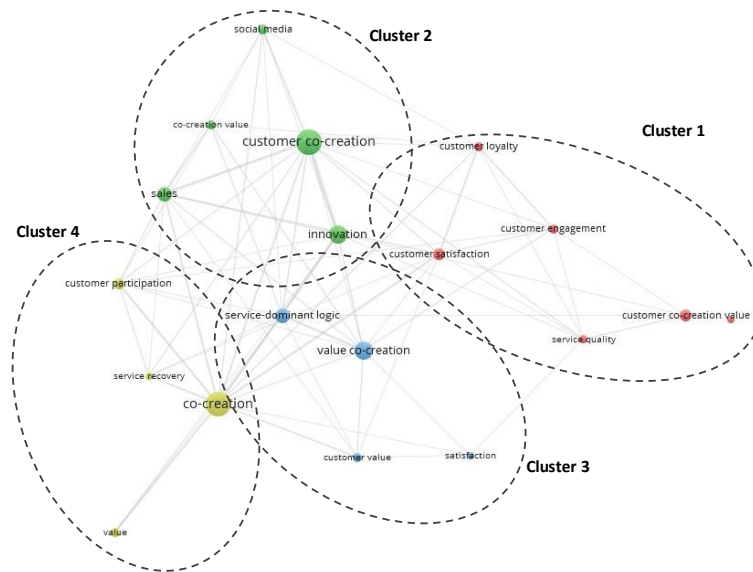
Source: VOSViewer software

The main topics for each area of research are as follows clusters:

- **Cluster 1** represents the largest cluster with several keywords, including "customer value co-creation", "customer engagement", "customer loyalty", "customer satisfaction", "service quality", and "corporate social responsibility". This cluster represents a relatively recent area of research in the field of customer value co-creation. The central theme of this cluster concerns the importance and value of customer co-creation, exploring the concept in relation to corporate social responsibility (CSR) and customer engagement. For instance, some studies analyze how CSR activities positively influence customer value co-creation behavior (Mubushar et al., 2020). At the same time, it is observed that the academic debate on the value of customer co-creation is gradually shifting to the topic of customer involvement. Customer engagement refers to the emotional connection that customers develop with a brand or product, leading to a higher level of interaction and involvement. For instance, Abror et al. (2020) argue that high-quality service offerings can generate higher customer engagement, customer satisfaction, and brand loyalty. These studies highlight the importance of emotional interaction and customer experience in the value co-creation.

- **Cluster 2** focuses on the important topic of innovation and customer co-creation. It is the largest cluster in the entire network, with 43 occurrences of related keywords. Articles in this cluster delve into how to engage customers as co-creators in new service innovation. This strategy is increasingly seen as an effective way to improve the success rate of introducing new services to the market. For instance, Shah (2018) points out that involving customers as co-creators in service innovation is a successful strategy that can increase the chances of success of such services. In addition, customer innovation and co-creation are also associated with the use of social media. Martini et al. (2014) point out that the use of social media in customer co-creation represents a significant opportunity for companies. Social media offer a new communication channel that allows companies to interact directly and in a timely manner with end customers at relatively low cost, providing a higher level of efficiency than traditional communication tools.

- **Cluster 3** focuses on value co-creation and service-dominant logic. One of the main theoretical concepts in this field of research is service-dominant logic (SDL), which is notable for its clarity and managerial implications.

  Articles in this cluster explore how service-dominant logic promotes value co-creation. For instance, Botti et al. (2018) highlight that in the service dominant logic, involving customers in all business processes encourages value co-creation. This involvement enables stakeholders to create combined value that not only generates innovative solutions but also generates customer satisfaction in the short term and customer loyalty in the long term.

- **Cluster 4** focuses on the theme of customer participation, service recovery, value, and co-creation. It is the second-largest cluster in the entire network, with a total of 42 occurrences. This cluster explores the topic of co-creation in the context of service recovery. For instance, Xu et al. (2014) offer a better understanding of the mechanisms behind co-creation in service recovery. In addition, Heidenreich et al. (2015) showed that customers tend to be more satisfied when they actively participate in the service recovery process.

3.2.3 Global Citation Score Analysis

The Global Citation Score (GCS) analysis was conducted in order to identify the most recent studies that are influencing academic debate and can be considered groundbreaking. To

obtain the GCS, data on the citations of each article were downloaded from the Scopus database and ranked according to the ratio of the number of citations in 2021 to the number of years since publication (normalized GCS). The top 10 studies with a relevant GCS are shown in Table 5.

Table 5 shows that only two of the ten articles belong to the main path, confirming the recent trend of scholars in consolidating consumer-firm co-creation, especially in the tourism sector. Interestingly, the other eight articles are not part of the main path but reflect some of the major recent research trends on customer value co-creation behaviors and innovation. These articles highlight topics such as the effect of customer co-creation on operational agility through the use of social media and the impact of customer value co-creation on corporate reputation.

The GCS analysis thus provides an indication of recent developments and emerging trends in customer value co-creation research. The articles identified can be considered relevant to the advancement of knowledge in this field and offer insights for further exploration and future studies.

Table 5 – Top 10 papers in Scopus based on the normalized GCS.

Authors	Publication Year	Journal	Main Path	<2017	2017	2018	2019	2020	2021	>2021	GCS	Citations 2021/Years since Publication
Randhawa et al.	2016	Journal of Product Innovation Management	No	4	21	39	56	72	122	0	**314**	24
Yen et al.	2020	International Journal of Hospitality Management	No	0	0	0	0	2	24	1	**27**	24
Kim et al.	2020	Service Industries Journal	No	0	0	0	1	5	24	0	**30**	24
Chiarini	2020	TQM Journal	No	0	0	0	0	3	22	2	**27**	22
Chuang	2020	Industrial Marketing Management	No	0	0	0	1	9	18	1	**29**	18
Yi & Gong	2013	Journal of Business Research	No	95	66	83	81	127	139	2	**593**	17
Foroudi et al.	2019	Technological Forecasting and Social Change	No	0	0	0	4	13	29	1	**47**	15
Merz et al.	2018	Journal of Business Research	No	0	0	4	14	40	42	2	**102**	14
Sugathan & Ranjan	2019	Journal of Business Research	Sì	0	0	0	1	14	27	1	**43**	14
Rihova et al.	2018	Tourism Management	Sì	0	0	3	15	24	40	0	**82**	13

Source: Personal elaboration

3.3 Conclusions

This analysis aims to trace the evolution of academic research on customer value co-creation and analyze new trends using an approach called SLNA. The work was divided into two phases: a systematic review of publications using the Scopus database to generate a corpus of 237 articles and a literature network analysis using bibliometric tools and software such as Pajek and VOSViewer.

The research findings provide insight into the evolution of customer value co-creation, scholarly trends, and emerging themes, offering directions for further study of promising topics. It emerged that the value of customer co-creation is an emerging topic as of 2014, with the increasing involvement of scholars from different disciplines and geographic areas. While North American and European scholars initially drew attention to the concept of the value of customer co-creation, Asian scholars have played a predominant role in research in this area in recent years.

An interesting result is that no paper in the main track or identified by the GCS analysis has conducted an SLR on customer value co-creation. Therefore, this research fills that gap by streamlining and systematizing the body of scholarly literature on this topic.

Moreover, over the years, scholars have begun to explore customer co-creation behavior in greater depth, focusing on its relationship with customer loyalty and CSR. As a result, customer engagement emerged as a variable of interest.

The bibliometric analysis found and also confirmed with the existing literature that there are areas of research that have been little discussed and need more investigation; these are the context of service recovery and customer-to-customer value co-creation.

Concerning the context of customer-to-customer value co-creation, until the 1980s, research on customer relationships was mainly focused on the relationships between service organizations and customers. However, scholars' growing interest in customer interactions and encounters began to gain importance. It has been recognized that customer bonding, known as C2C linkage, plays a significant role in the literature on relationship marketing and service environments (Martin, 2016). Empirical evidences suggest that the role of verbal interaction between consumers, who had no prior connection and who are interacting in a service delivery context, is often underestimated by scholars, practitioners, and academics (Harris & Baron, 2004).

Regarding research on service recovery, the Service-Dominant Logic suggests that customer co-creation and value creation can occur at any stage of the service process and significantly influence the service experience (Bendapudi & Leone, 2003; Claycomb et al., 2001; Payne et al., 2008; Vargo & Lusch, 2004). However, the role of customers as value co-creators in service recovery has been an understudied topic in previous research (Xu et al., 2014).

Therefore, based on these thoughts, this paper, in the following chapters, intends to explore the issue of value co-creation in a service recovery context, taking into account the consumer relationship.

CHAPTER 4: SERVICE RECOVERY. TO ERR IS HUMAN

Errors are an essential part of the world of services. No matter how hard companies try to provide perfect services, sooner or later some delay, some breakage, or some defect will happen. Thus, it can be said that mistakes are inevitable (McCollough et al., 2000). Although the problems that arise during a service delivery may seem like a catastrophe, in reality, they offer companies the opportunity to solve them, going beyond their duties and thus winning the trust of customers. In other words, effective complaint and complaint management can turn angry and dissatisfied customers into loyal customers (Dahlin et al., 2018). Such loyalty carries with it considerable economic benefits since it is significantly more expensive to attract new customers than to maintain existing ones. The advantages obtainable through an effective recovery obviously apply to both the manufacturing and services sectors but are amplified in the second case (Koc, 2019; Pengman et al., 2022). The main reason is rooted in the highly intangible nature of services, for which they are perceived as a riskier purchase than, for example, simple physical products. Much of this risk is associated with how the service will be "performed" by the service provider (Boshoff, 2003).

The purpose of an effective service recovery is therefore to project an image of guarantee into the minds of consumers, which reassures them, thus decreasing the risk they perceive (Wirtz, 2018).

Service recovery is particularly important since in most cases dissatisfied customers decide not to express their dissatisfaction with the service provider, simply changing suppliers and damaging the previous one through bad word of mouth (telling their acquaintances about the bad experience personally) (Wong et al., 2016). Those few who decide to complain instead provide the company with important information that can be used to improve customer satisfaction. Companies that do not take advantage of this type of feedback lose an important opportunity and face a series of consequences such as a worsening of service quality and customer satisfaction, lower customer loyalty, a decrease in market share, the use of marketing costs, the inability to correct and improve their processes according to customer suggestions and many others (Bijmolt et al., 2014). Therefore, to avoid this series of consequences, companies must encourage customers to complain, providing them with the means to do so, and act accordingly so that these suggestions are not lost (Jin et al., 2023; Komunda & Osarenkhoe, 2012).

Having made this brief premise, I will analyze the phenomenon of service recovery in more detail. In particular, this chapter is structured into 5 main parts:

1. The concept and evolution of service recovery.

2. Description of the characteristics that a company must possess to carry out effective recoveries.

3. The obstacles to service recovery, implementation, and possible solutions.

4. Short-term vs long-term: strategic use of service recovery.

5. Description and discussion of the recovery paradox.

4.1 The concept and evolution of service recovery

To trace the origins of the term service recovery I need to go back in time to 1990 when Zemke & Bell (1990) published their article *"Service recovery: doing it right the second time"* in Training magazine. Within this publication, they gave for the first time the name to a phenomenon that had already been identified in previous years but that had not yet been defined describing it as "a process to bring damaged customers back to a state of satisfaction with the company after a service has failed to meet expectations". They were, therefore, pioneers, as had been Vandermerwe & Rada (1998) in the field of servitization, but their work was immediately overshadowed by a truly revolutionary article published by Hart et al. (1990) and considered by all to be the cornerstone of the subject: *"The Profitable Art of Service Recovery"*. Within this publication, the author described the so-called road to service recovery or the seven fundamental capabilities that a company must develop to excel in the management of service failures.

According to Zemke & Bell (1990), service recovery can be seen as an integral part of quality management and its aim is to maintain customer relationships. This statement is based on the premise that customer satisfaction ensures customer loyalty, their intention to buy from the same service provider again and to provide positive word of mouth. Furthermore, an effective service recovery leads to a better perception of the quality of the products and services already purchased, an improvement in the company's skills perceived by the customer, and a positive image in terms of perceived quality and value.

Failing to ensure customer satisfaction through service recovery can instead lead to a decrease in customer confidence, the loss of customers, negative word of mouth, possible negative publicity but also the direct costs associated with the new execution of the service.

In a few words, the true test of attachment to service quality and customer satisfaction for a company depends on how it reacts to customers' failure to meet expectations (Zemke & Bell, 1990).

However, it is important to underline that some characteristics of service recovery go against the very principles of quality management. Indeed, as Hart et al. (1990) point out, companies that have decided to adopt philosophies such as total quality management may encounter difficulties in implementing an effective service recovery. In fact, they have focused on the continuous improvement of their processes and management systems, pursuing the achievement of an error-free service delivery as the ultimate goal.

To achieve all this, sophisticated technologies have been introduced and strict policies have been implemented with the aim of controlling the behavior of workers. The idea was to ensure that even an unmotivated employee was able to provide high-quality services. As a result, these companies developed and improved their processes to near perfection, which of course was never achieved. As previously mentioned, in fact, in the world of services it doesn't matter how rigorous the procedures are, how experienced and trained the staff is and how advanced the technology is, perfection is unattainable. There will always be variables out of the company's control that will generate errors in service delivery. When these problems arise, customers are disappointed, and often the delivery system is not ready to react quickly to these exceptions. In fact, most companies are not able to handle failures and their meager attempts to respond to customer complaints only make the situation worse. The surest way to ensure effective recovery is to empower front office employees to identify problems and find solutions in the shortest amount of time: exactly what quality control prevented them from doing (Hart et al., 1990).

In fact, employees have been taught that they must not try to alter the routine. Even if they have the desire to accommodate the customer, they are frustrated that they are not allowed to do so. Even worse is the case in which they are not able to do it anyway. Too often excuses are heard, such as: *"It's not my fault", "It's not in the computer"*, or *"I have to ask my superior"*. While these excuses are being made, customers give up their complaints and go home carrying all the negativity aroused by this experience (Susskind, 2005).

Obviously, the solution is not to completely abandon customers give up their complaints, and go home carrying all the negativity aroused by this experience this philosophy aims at the perfection of processes through the drafting of rigid procedures, but to integrate it through the principles of service recovery. Companies should therefore be comfortable with

both the rules and the exceptions and should develop the ability to recognize the opportunities offered by service recovery and the skills necessary to manage it (Wang et al., 2020).

In summary, the concept of service recovery includes the actions adopted by a company in response to a service failure. Managing these problems effectively radically affects a service provider's reputation. The reasons that have led to a strong interest in this discipline are rooted in the consequences and benefits that it can bring.

As for the consequences, customer dissatisfaction can lead to a change of service provider and therefore to a loss of customer lifetime value. Instead, the benefits that can be obtained are an increase in customer satisfaction, word of mouth, customer loyalty, and customer profitability (Hewagama et al., 2019).

4.2 Description of the characteristics that a company must possess to carry out effective recoveries

Up to now, I have only mentioned what it is and the advantages it can bring. At this point, it is interesting to try to understand what are the skills that a company must develop in order to excel in this field. These necessary characteristics were first identified by Hart et al. (1990) and have since been unanimously accepted by the literary community. Only through the development them will a company be able to obtain a real competitive advantage through Service Recovery. These characteristics are the following:

- Measure costs;

- Facilitate the collection of complaints;

- Anticipate recovery needs;

- Act as soon as possible;

- Train employees well;

- Close the loop.

The next paragraphs will analyze each of these capabilities, explaining their meaning and highlighting the contribution that they can bring to the management of failures.

4.2.1 Measure costs

At the basis of any effective management, there is a measurement system. This is especially true in the case of service recovery since very often the economic loss caused by a dissatisfied customer is underestimated and consequently the appropriate managerial precautions are not taken to avoid these situations. Managers usually focus only on attracting new customers who, however, could bring little profit to the company, rather than meeting existing customers who are instead economically much more convenient (Zeithaml, 2000).

Measurements are therefore necessary in order for managers to notice this situation and bring it to their attention. In fact, what is measured often corresponds to what is actually managed by them. Every single mistake that the company encounters entails costs. Some take the form of refunds, some repairs, some replacements. Regardless of the form taken, this type of cost weighs solely on the shoulders of the company. However, it is important to note that they are not the only costs generated by failures. There are additional costs that are incurred by dissatisfied customers, such as telephone costs caused by calls made to try to resolve the problem or the time, they spent on it. Another type of costs incurred by the customer are those that have been generated indirectly by errors in service delivery (Tsai, 1998; Wang et al., 2011).

In general, however, companies tend not to see these hidden costs and therefore not to consider them. Nonetheless, customers notice them and the way they are handled by the service provider has a strong impact on their ultimate satisfaction. A company that therefore wants to excel in the world of services will have to go slightly beyond the classic reimbursements and try to cover all the costs associated with a service failure (Dwesar & Sahoo, 2022).

4.2.2 Facilitate the collection of complaints

Hart et al. (1990) state: *"Every problem encountered by a customer is an opportunity for the service provider"*. A complaint is not a drama, it is not something negative, but rather it is something that can help the company improve and demonstrate its loyalty to its customers. Even when the problem is not attributable to the responsibility of the company, if it still tries to solve it, it will earn the most complete loyalty from customers.

Obviously, in order to solve a problem, it must first be identified. This absolutely must not be taken for granted, in fact, according to Tax & Brown (1998) a percentage of dissatisfied

customers between 5% and 10% decides to complain following a service failure. The remaining part of the customers decide to silently change service providers or simply choose to take revenge against the company by giving it bad publicity. It must also be said that many customers decide not to complain for various reasons, such as they do not want to have to deal with the person responsible for the disservice; are uncertain about their rights and the duties of the company, or are aware of the high costs involved in complaining and the time it takes to do so.

Nevertheless, it is clear that companies should try to provide all possible support and assistance to customers to convince them to express their opinions.

Customers who decide to complain on their own initiative are only a small exception among the huge number of dissatisfied but silent customers. There are several ways in which companies can encourage the free expression of their customers: by establishing performance standards, communicating the importance of service recovery, urging customers to complain, and explaining how to do it, using technological support (Priluck, 2003).

Most customers do not have clear expectations regarding the services they are purchasing, and this is one of the reasons why they decide not to complain. For this reason, it is important to establish performance standards and communicate them externally through, for example, service guarantees. By doing so, you not only better control the expectations that customers should have, but you could authorize a service recovery process even before the customer has had a chance to complain (Mazhar et al., 2022; Stephens & Gwinner, 1998).

Furthermore, it is also of fundamental importance to spread a culture within the company that supports service recovery. To do this, it is necessary to communicate the corporate values and explain to the employees their role within this process, convincing them of its importance for the company's success. The work done by the workers is essential because they are the ones who are really in contact with customers in daily reality and therefore must be able to recognize and solve any type of problem (Luo et al., 2019).

Customers often don't complain because it's not entirely clear to them how this should be done. For this reason, some companies explicitly explain the steps to follow to ensure that their voice reaches the recipient correctly. It also explains what they should expect from service recovery. This not only encourages customers to freely express their dissatisfaction but also defines clearly the process of responding to their complaints, improving them, and making them more responsive (Vázquez-Casielles et al., 2012).

4.2.3 Anticipate recovery needs

Companies can reduce the search range for problems (opportunities) by monitoring some particular areas of the company and addressing them in their service-recovery strategies. This means that some areas are certainly more prone to being exposed to possible problems. For instance, all areas where it is necessary to coordinate and plan interactions between people, technology, and materials are usually more subject to errors. In this case, in fact, a small mistake could trigger a series of chain errors making it more and more serious. It is therefore very important to clearly identify the processes and activities most susceptible to error and carefully analyze them in trying to prevent failures (Hoffman et al., 2016).

Another situation that companies need to pay particular attention to is the introduction of new products/services. During the launch phase, in fact, there is a lack of in-depth knowledge both on the part of the personnel and on the part of the users which can lead to confusion (Lynn & Akgün, 2003).

Finally, there are also sectors that are particularly prone to generating errors. This is the case where employee turnover is particularly high and consequently, they have little experience. It is therefore necessary to carefully monitor this situation to avoid possible disruptions (Holtom & Burch, 2016).

Thus, it is certainly important for a company to be able to solve problems when they occur, but I must not stop doing this little task, I must carefully study the various errors taken as a whole and thus try to extrapolate useful information such as where and when they occur most frequently. Service recovery shouldn't just fix things once they happen, it should also try to prevent them or at least identify situations where mistakes are more likely to be made, to be reactive in response (Hewagama et al., 2019).

4.2.4 Act as soon as possible

In the previous paragraph, I underlined how essential it is to quickly identify possible disservices, perhaps even before they occur. However, this is only useful if the company can react just as quickly, otherwise, it would have been for nothing.

Hence, the severity of problems that occur during a service delivery increases very rapidly over time. As a result, the opportunity to show your displeasure about what happened and to fix it is fleeting, especially when the problem is attributable to a mistake by the company. There is only a small window of time within which action must be taken. In general, the

company must try to focus on the immediate completion of the service. If you can react quickly, the chances that the service recovery will be accepted by the customer increase considerably. In most cases, therefore, only the resumption of service and a sincere apology will be enough to regain customer satisfaction, other times the damage caused will be such as to force the service provider to go further, for example through refunds or gifts (Manu & Sreejesh, 2020; Kussusanti et al., 2019).

4.2.5 Train employees well

In the entire service sector, a role of primary importance is that of workers. Even in the case of service recovery, they play a role of considerable importance. According to Tax & Brown (1998), the success of a service recovery largely depends on the front office employees. This is not a big surprise, given that 65% of complaints are collected by staff who interact directly with customers. This means that the design of a recovery system must focus precisely on the contact personnel and on the development of company policies that allow them to solve problems effectively. Therefore, it is clear how important are the people who interact with the customer. Consequently, it is essential to be able to understand immediately whether or not a person is predisposed to work in a sector of this type.

After hiring the right people, the company must train them and finally increase their degree of discretion by delegating more powers to them. In fact, they must have the authority, responsibility, and incentives necessary to recognize and satisfy the needs of customers. The company must therefore organize training to improve the skills of its workers. Within these events, the communication and creativity skills needed to deal with angry customers will be developed. It is especially important to teach how to make your own decisions and provide an awareness of what really matters to customers (Elnaga & Imran, 2013). According to Hart et al. (1990), the best way to obtain these skills is through the organization of simulations and role-playing games. Employees are presented with a potentially achievable situation and asked to act accordingly. Their work is then evaluated, discussed, and finally, guidelines are provided on what should have been the "perfect" reaction.

4.2.6 Close the loop

With "closing the loop" Hart et al. (1990) wanted to underline how important it is, at the end of the cycle of actions generated by a customer's complaint, to close this cycle by letting the latter know how the company has treated his case. He will be exposed to the corrective

actions that have been decided, thus allowing him to understand how his help has been appreciated, considered, and used to improve processes. In this way a further benefit is obtained, the customer feels part of the system and increases his loyalty. There are numerous ways in which the loop can be closed. For instance, communicating by telephone with the customer, asking him for further feedback, and explaining how the company has changed following his observation. The important thing is to make him understand that his voice has been heard and that he has brought about changes to ensure that this situation does not happen again (Liu et al., 2019; Mubiru & Nyamache, 2023).

4.3 The obstacles to service recovery

Hart et al. (1990)'s publication effectively communicated the advantages of implementing efficient recovery management within the literary community, emphasizing the necessary competencies that companies must cultivate to capitalize on these opportunities. If it were as simple as it sounds, it is evident that every company would strive to enhance the aspects described in the previous paragraphs, to achieve desired benefits such as customer satisfaction, positive word-of-mouth, customer loyalty, and increased customer profitability. However, not all businesses adopt this strategy, and even among those that do, not all are successful in implementing it proficiently, resulting in the failure to attain the desired outcomes (Liu et al., 2019). This section is dedicated to understanding the obstacles that hinder the effective management of service recovery. In fact, it was only in 1998 that an article came out that definitively tackled the subject, attempting to give an explanation to the numerous failed attempts of this kind of strategy. The article in question was written by Michel et al. (2009) and is entitled: *"Why service recovery fails: tension among customer, employees and process perspectives"*. Reading the article, it is easy to notice the influence that Hart had on the authors, who summarize the aspects described above and group them into three different perspectives:

- – Customer perspective;
- – Employee perspective;
- – Process perspective.

The authors identify three different perspectives within the management of service recovery. In detail, customer recovery focuses on the experience lived by the customer and on his satisfaction following a failure. Process recovery, on the other hand, refers to business processes and the ways in which mistakes must be learned in order to avoid them in the

future. Finally, employee recovery focuses on employees and how they should be prepared in order to deal with problems that have arisen. Given this brief overview, Table 6 summarizes the Service Recovery Management.

Table 6 - The three perspectives of Service Recovery Management.

Perspective	Orientation	Foundation for effective recovery
Customer Recovery	– Focus on customer experience – The goal is to satisfy the customer after a failure – External and personal factors in orientation – The referral function is marketing	– Honest treatment towards the customer – Don't be wrong twice
Operations Recovery	– Focus on production and delivery processes and corrective actions – Internal, procedural, and technological factors in orientation – The reference function is the operations	– Collect process data to learn about errors – Analyze errors to improve processes
Employee Recovery	– Focus on helping employees deliver effective recoveries – Internal and personal factors in orientation – The reference function is Human Resources	– Internal Recovery Practices – Limit negative spillover from employees to customers

Source: Personal elaboration

4.3.1 Customer recovery

Customer recovery is based on two fundamental principles that summarize its essence. First, the honesty perceived by the customer is a fundamental driver of customer satisfaction (B. Choi & La, 2013). It, therefore, has a very strong influence on it. The second principle instead establishes that a company can recover the loyalty of a customer after a failure, but this would be impossible if a second problem arises (Zaid et al., 2021).

As just mentioned, the fairness with which the company relates to the customer is an important factor in assessing service recovery. The basis of this principle is the fact that an error causes a condition of unfair treatment of the customer by the company and the recovery has the purpose of re-establishing the justice that has been missing. Justice can be seen in three different dimensions: distributive, procedural, and interactional (La & Choi, 2019). All three of these dimensions influence customer satisfaction. Let us now analyze them one by one:

- **Distributive justice** refers to the outcome of recovery, i.e., what the company decides to give to the customer to resolve his uncomfortable situation. In the mind of the latter, this dimension brings us back to the condition of balance. By this, I mean that everything that is given to him is considered a fair refund necessary to rebalance the bad experience endured. In certain situations, however, a simple material repayment will not be sufficient to restore the condition of equity. The customer may in fact expect an apology from the company (Wu et al., 2020).

- **Procedural justice** refers to the honesty of the process and the evaluation of the procedures and systems that were used to determine the recovery outcome. The evaluation could be done, for example, by measuring the speed of the entire process or the quality of the information communicated to the customer about it. Companies need to be able to describe what they are doing to fix the problem so customers understand the circumstances and don't immediately blame the company when it may not be responsible for the problem (Msosa & Govender, 2020).

- **Interactional justice** is also known as interpersonal justice. During the recovery processes, it is necessary to be able to manage first of all the negative emotions that have been felt by the customer following the service failure. If this were not the case, he would not be in the right frame of mind to accept the solution proposed by the service provider, such as a refund, a discount, or something else. Emotions are therefore very powerful and tend to override reason in recovery situations. The purpose of the employees is therefore to take customers out of the spiral of negativity that has arisen. Obviously, this is not simple and requires quick action on their part, but they must also demonstrate interest and empathy for the customer, and must also always maintain a cordial, pleasant, and attentive attitude. Finally, customers also want to be treated as individuals. This means that they want to be listened to in order

to receive a recovery that satisfies their requests, not a standard recovery that is provided to everyone (Olson & Ro, 2020).

The second principle of customer recovery concerns repeated failures. According to Michel et al. (2009), it is possible for an error to be forgiven, but only once. Consequently, if the company were to make mistakes again, even an effective service recovery will be completely useless. The company would have no more excuses and if the first time the error can be seen as an exception, the second time it is interpreted as normal.

Furthermore, service failures also impact what is known as the "tolerance zone" (Johnston & Michel, 2008). This concept refers to a performance range within which customers consider the service to be satisfactory. As Figure 5 shows, if the perceived level of service falls within this range, customers will be content. When the service surpasses this range, customers become delighted, while falling below it results in dissatisfaction. However, the tolerance zone is not fixed and can vary, particularly in situations involving service failures. It can vary along two dimensions: level and range. The level refers to the height of customer expectations regarding the service. The higher the level, the more challenging it becomes to meet those expectations. On the other hand, the range denotes the width of the tolerance zone. When a customer experiences a service failure, their tolerance zone may change in both dimensions, with future expectations rising in level and the range of satisfaction narrowing.

Figure 5 – Managing perceptions during the process.
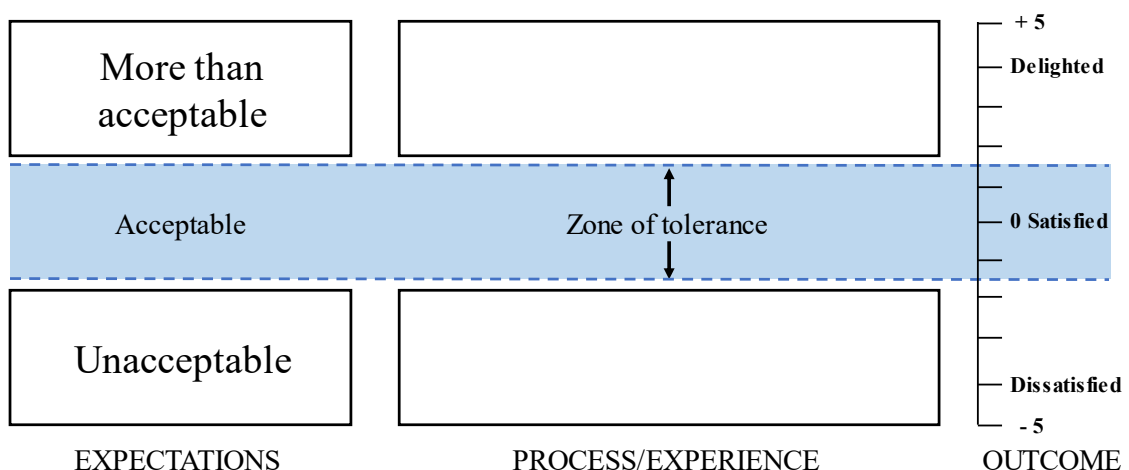
Source: Johnston & Clark (2008)

4.3.2 Process recovery

It is crucial for companies to recognize that customer complaints serve as indicators of process deficiencies and, consequently, offer an opportunity to learn from mistakes (Yao et al., 2019). The gathered information must then be utilized to drive improvements.

This aspect can be even more valuable and significant than the actual recovery process itself. In fact, what frustrates customers the most is observing a lack of action from the company following their failures. This situation instills fear in customers that the same issues may reoccur, leading them to prefer switching service providers rather than taking the risk. Hence, it is essential to collect data that can be utilized for making enhancements and to thoroughly analyze it (Singh & Crisafulli, 2016; Van Vaerenbergh & Orsingher, 2016).

The literature recognizes three primary approaches for data collection: Total Quality Management (TQM), mystery shoppers, and critical incidents. TQM, a well-known method, revolves around monitoring and measuring failures (Johnston & Michel, 2008).

A fundamental tenet of total quality is that any analysis of a situation and subsequent improvement actions should be grounded in objective data rather than subjective impressions. This approach enables a comprehensive understanding and measurement of the phenomenon, facilitating an accurate evaluation of actual improvement. To adhere to this principle, TQM extensively employs statistical tools such as data collection, analysis, stratification, diagrams of differences, and other types of representation or Pareto analyses (Alolayyan et al., 2011; Michel et al., 2009).

Mystery shopping is a technique employed by organizations to anonymously assess the quality of their services, procedures, employee conduct, merchandising, and product quality. It involves utilizing trained consumers, known as mystery shoppers, who engage in a real or simulated purchasing process. Their primary responsibility is to evaluate the behavior, management, and competence of the personnel involved in delivering the service. Mystery shoppers can be undercover managers, employees, or agents from external companies specialized in this type of activity (Johnston & Michel, 2008; Shin, 2019; Susskind, 2005).

However, it is important to acknowledge certain limitations associated with this technique. Firstly, mystery shoppers often have expectations aligned with the company's vision, which may differ from those of real customers. This discrepancy can influence their assessments and potentially skew the results. Additionally, mystery shoppers may focus on specific

elements that a regular customer might not notice or prioritize. Therefore, their evaluations may not fully reflect the overall customer experience (Jacob et al., 2018).

Despite these limitations, mystery shopping remains a valuable tool for organizations to gain insights into their service quality and identify areas for improvement. It provides a unique perspective that complements other data collection methods and helps organizations enhance their customer-centric approach (Hesselink & van der Wiele, 2003).

Finally, the critical incident technique attempts to identify what may delight or dissatisfy a customer. In fact, critical incidents are events that radically affect customer satisfaction. This technique confronts customers with two questions. They respectively require identifying a moment within the purchasing process during which they felt particularly satisfied and one in which instead they felt dissatisfied (Padma & Ahn, 2020).

The analysis of the data collected is instead a sore point for many companies. Very often the data collection phase is performed perfectly, but then a subsequent process that uses this information is missing. But learning from your mistakes is certainly one of the most important factors and which can lead to the greatest benefits. In this way I move away from a mere system focused on solving individual problems, focused only on recovery and on the recovery of satisfaction, moving instead towards a complete management of activities that improves systems and processes ensuring future customer satisfaction and the cost reduction. In other words, learning from your mistakes means improving the service process through the use of traditional improvement techniques belonging to operations management (Monks et al., 2016).

Michel et al. (2009) identify two examples of this type of technique: Frequency-Relevancy Analysis of Complaints (FRAC) and fishbone diagrams. FRAC analysis helps managers prioritize their process recovery efforts by indicating that the most frequent problems are the most important to address immediately, while problems that occur infrequently or are less significant can be addressed in a second moment. The fishbone diagram first defines the problem, then looks for the causes that generated it. It then traces the root causes back to the problems that were at their root and continues with this process until the root causes have been identified. Once this is done, I focus on studying an action plan for their elimination.

4.3.3 Employee recovery

The term employee recovery refers to all techniques used to help employees provide effective recoveries, but also to those aimed at recovering workers from negative feelings

that may have been experienced during a recovery process. Indeed, it has been demonstrated that employees don't simply need to be prepared and trained to be able to carry out their jobs adequately, but they must also be satisfied by it in order to perform in the best possible way. Happy people work better. Studies show that successful recoveries boost employee morale, but also that their attitude has a strong impact on that of customers with a spillover process (Johnston & Michel, 2008).

Companies should not solely focus on external recovery processes but also consider internal ones, even if they are less conspicuous and observable (Michel et al., 2009). It is crucial for the company to support its front-line staff in effectively managing dissatisfied customers. The sectors affected by a service failure may experience the negative impact of constant complaints, which can diminish the passion and dedication with which employees carry out their duties. Customers often direct their anger and frustration towards these employees, unfairly treating them as if they are personally responsible for the company's mistakes, even when they are not at fault (Edvardsson et al., 2011).

On one hand, employees may underestimate the significance of their role within company processes, while on the other hand, customers may overestimate it. Thus, internal recovery practices play a pivotal role and warrant careful consideration (Weber & Hsu, 2022). Neglecting these practices runs the risk of negatively influencing staff, causing stress, and impeding their ability to assist and resolve issues. This common scenario, known as learned helplessness, leads employees to become passive, unproductive, and devoid of creativity (Lin, 2010). This sense of alienation arises when management fails to adequately support them. To prevent learned helplessness and foster a positive work environment, it is essential for management to provide adequate support to employees. This includes training, clear guidelines, effective communication channels, and recognition of their efforts. By nurturing a supportive and empowering workplace, employees are more likely to effectively handle customer complaints, contribute to problem-solving, and exhibit creativity in finding solutions (Michel et al., 2009).

The second principle of employee recovery focuses on limiting the spillover effect that can occur from employees to customers. There is a connection between the attitudes and emotions of employees and those of customers. This implies that the mood of workers can strongly influence customers, both positively and negatively. For instance, when employees feel they are treated fairly by the company, they are more likely to exhibit a positive attitude toward customers, resulting in higher levels of customer satisfaction. On the other hand, if

employees perceive a lack of support from management or feel that they are not adequately positioned to perform their jobs effectively, they may feel unfairly treated and may behave in a similar manner towards customers. Therefore, it is crucial for managers to treat their employees in the same manner they would like customers to be treated. By fostering a supportive and respectful work environment, where employees feel valued and supported, managers can positively impact the attitudes and behaviors of employees, which in turn can lead to enhanced customer experiences.

Creating alignment between how employees are treated and how customers are treated helps minimize the negative spillover effect and contributes to a more positive overall customer experience. When employees feel valued, respected, and empowered, they are more likely to engage with customers in a manner that fosters satisfaction and loyalty (Chukwuma et al., 2019).

4.4 Short-term vs long-term: strategic use of service recovery

A company that decides to focus strongly on service recovery must invest heavily in long-term relationships with customers with the declared objectives of obtaining high levels of customer recovery, retention, and loyalty. All of this obviously also requires financial investments aimed at long-term success. For example, it is necessary to develop the skills of one's employees, enabling them to manage problems in real-time (Ok et al., 2005).

However, the Human Resources function (function representing the employee perspective) may not have the intention of investing in this direction. This could, for example, be the case of those companies that have a high turnover of employees, which guarantees a continuous flow of fresh, motivated, and, moreover, low-cost new forces. However, in a situation of this type, training organized to strengthen the skills of employees destined to spend little time within the company would be useless. They therefore do not have the opportunity to learn how to handle new problems, obviously resulting in lower customer satisfaction levels (Nadiri & Tanova, 2016).

In addition, to the acquisition of skills through events organized by the Human Resources function, it is important to underline how a continuous turnover of workforce does not even allow the accumulation of experience in the field which, if it occurs, could lead to a more proactive attitude. A final observation also concerns the tendency to sabotage services which is certainly considerably less if the turnover is limited, and the employees therefore intend to stay in the company for a long time (David & Brachet, 2011).

4.5 Description and discussion of the recovery paradox

Many researchers support the concept of the Recovery Paradox, which suggests that in the case of a service failure, a highly effective recovery could result in greater customer satisfaction compared to if the failure had not occurred at all. Citing Hart et al. (1990), who is regarded as a fundamental contributor to this topic, he stated that: *"A good recovery can turn angry, frustrated customers into loyal ones. It can, in fact, create more goodwill than if things had gone smoothly in the first place"*. This highlights the significance of service recovery and its strong correlation with customer satisfaction.

The Recovery Paradox emphasizes the opportunity presented by a well-executed recovery process. When customers experience a service failure, their initial dissatisfaction can be transformed into loyalty and positive sentiment if the recovery is handled effectively. This is because a successful recovery demonstrates the company's commitment to rectifying the situation and meeting customer needs. It not only resolves the immediate issue but also leaves a lasting impression, fostering goodwill and building stronger customer relationships (Sonnentag, 2018).

By prioritizing service recovery and investing in efforts to address customer concerns promptly and appropriately, companies have the chance to not only salvage the customer relationship but also potentially enhance it. The Recovery Paradox underscores the importance of recognizing and capitalizing on these opportunities to create positive customer experiences even in the face of service failures (Gustafsson, 2009).

CHAPTER 5: CONCEPTUAL FRAMEWORK

5.1 Research Objectives

According to previous studies in the field of service recovery, value co-creation is identified as the involvement of the customer in interacting with employees in order to complete the service recovery process (Roggeveen et al., 2012).

In this context, previous research has examined various aspects of the service recovery process. This includes consideration of the level of customer participation (Dong et al., 2008), improving the integration of resources (Xu et al., 2014), and empowerment of dissatisfied customers (Ben-Zur & Yagil, 2005). Among these studies, the effects of value co-creation (Cheung & To, 2016; Hazée et al., 2017; J. Park & Ha, 2016) on indicators such as satisfaction (Gohary et al., 2016; Vázquez-Casielles et al., 2017), repurchase intention (Hazée et al., 2017) and word of mouth (Bock et al., 2016; Zoghbi-Manrique-de-Lara et al., 2014).

However, research on co-creation service recovery is still limited to individual interactions between the final customer and the service provider.

This type of research does not adequately take into account the complexity of service recovery encounters where multiple actors collaborate and integrate resources that influence the customer experience (Van Vaerenbergh et al., 2018). The limited research that investigated service recovery with the involvement of other customers focused mainly on sharing experiences online or discussing failure with other customers (Arsenovic et al., 2019).

Some researchers have suggested that the approach to engaging a customer in participation should be adapted according to the type of service failure involved (Roggeveen et al., 2012). At the same time, other researchers have started to analyze the downside of value co-creation (Haj-Salem & Chebat, 2014; Heidenreich et al., 2015), i.e., whether dissatisfied customers who fail to participate in value co-creation will feel even more disappointed after service recovery. In summary, an increasing number of studies focus on the effects of value co-creation in the context of service recovery.

Although previous research has provided several insights into the reasons why a customer might be willing to coordinate with a company and the effects of value co-creation (Koc et

al., 2017; Nätti et al., 2014), further research is needed for two main reasons. First, the current evidence shows that there are divergences in the results obtained from the various studies. Some of them indicate a positive correlation between value co-creation during service recovery and indicators such as satisfaction and repurchase intention, while others argue that value co-creation mitigates the positive impact of service recovery efforts. These discrepancies create uncertainty about the usefulness of value co-creation for service companies and customers. Second, researchers consider value co-creation as an outcome of service recovery and analyze the impact of this outcome on the customer's evaluation of the service recovery experience.

In fact, value co-creation is a strategy adopted by service companies during the service recovery process and not an outcome of it. Therefore, further research is essential to understand the mechanism through which customers assess value co-creation in the context of service recovery.

Therefore, the purpose of this research is to understand the role of other customers' intervention in the service recovery process and how it affects their attitudes and behaviors. Previous research has recognized that other customers can influence the core customer experience, by facilitating it (Baker & Kim, 2019; Sharma et al., 2020; Syahrial et al., 2019).

However, to date, there is no research that has provided a comprehensive analysis regarding how the involvement of other customers, along with end customers and service providers, during service recovery affects overall outcomes. With the increased focus on value co-creation, it is important to examine how both final customers and other customers involved in the recovery process can work together to co-create value, influencing their perceptions and future behavioural intentions.

Therefore, this study aims to understand and examine the effect of other customers' support during service recovery, through the process of value co-creation, on the behavior of customers. In particular, the effect on satisfaction with recovery, revisit intention and word of mouth will be considered. In addition, consideration will be given to the concept of perceived justice on the part of consumers, which will influence their evaluations and reactions to the involvement of other customers in the service recovery process. To achieve these objectives, this research adopts a mixed approach, combining qualitative and quantitative methodologies. Since the participation of other customers in the co-creation of service recovery is a relatively new concept in the co-creation literature, Study 1 focuses on customer perceptions through a qualitative analysis based on semi-structured interviews.

Through these interviews, this thesis aims to gain an in-depth understanding of customers' experiences and perspectives on value co-creation during the service recovery process. Subsequently, based on the results of Study 1, a conceptual model is developed that represents the relationships between various key factors. This model is then tested empirically using SEM, by involving only customers that, during their purchase, they have suffered a service failure, or in any case, a problem or an error of any kind.

5.2 Theoretical Background

Existing research has examined value co-creation in service recovery from two distinct perspectives. Firstly, value co-creation is seen as an integral part of the service recovery process itself, where customers actively participate in the recovery efforts (Boukis, 2016; Jin et al., 2019). This perspective considers customers as "partial employees" in the recovery process, emphasizing their involvement and decision-making in addressing the service failure (Dong et al., 2008). Service firms employ value co-creation as a recovery strategy, empowering complaining customers to play a role in determining how to handle service failure (Edvardsson et al., 2011; Koc et al., 2017).

This approach has been found to influence customers' perceptions of justice in service recovery (Balaji et al., 2018; Guo et al., 2016).

On the other hand, the second perspective views value co-creation as an outcome of service recovery (Elsharnouby & Mahrous, 2015; Koc et al., 2017; Sugathan et al., 2017). In this context, value co-creation is measured in terms of post-recovery performance. It considers the customer's perception of the value created or enhanced as a result of the recovery process (Gohary et al., 2016).

By exploring these two perspectives, research has shed light on the significance of value co-creation in service recovery. It recognizes the active role of customers in the recovery process and highlights the impact of co-creating value on customers' perceptions of justice and the overall outcomes of service recovery. These insights contribute to a deeper understanding of the dynamics between customers and service firms in the context of service recovery.

In previous chapters, I have discussed various aspects of service recovery and the role of customers in the recovery process. Most of the existing research in service recovery has primarily focused on business-initiated recovery strategies such as compensation, apologies, timely handling, and explanations (Bradley & Sparks, 2012; Roschk & Kaiser, 2013).

However, the importance of customer involvement and co-creation has been emphasized in recent literature.

Previous research has identified different levels of participant engagement in service recovery, including corporate, joint, and customer recovery (Dong et al., 2008). Joint recovery occurs when both customers and employees actively participate in the service recovery process. Customer recovery, on the other hand, refers to situations where customers themselves take the initiative to address and resolve service failures without direct involvement from the firm or its employees.

Building on these concepts, the present study introduces an innovative aspect by considering the role of other customers in the recovery process. While existing research has primarily focused on the interaction between the focal customer and the employee or online environments, it is crucial to recognize the significance of customer-to-customer interactions during service recovery. As service experiences often involve sharing physical environments with other customers, understanding the potential benefits of customer-to-customer interaction in the recovery process becomes essential.

As an extension to the existing categories, the concept of "other customer recovery" as the fourth category has been proposed in this thesis. This refers to situations where one customer assists another customer in their recovery process. By implementing the recovery process collectively through co-creation, all participants can derive more value from the experience.

To date, there is limited research on how other customers can support the needs of focal customers when a service failure occurs (Rihova et al., 2018). Therefore, exploring the dynamics of other customer recovery provides a novel perspective on the role of customer co-creation in service recovery. By considering the collective efforts of customers, service providers can enhance the recovery experience and create additional value for all parties involved.

CHAPTER 6: STUDY 1 – QUALITATIVE RESEARCH

Due to the lack of research on the role of other customers in the service recovery process, alongside the literature review, in order to adequately select the constructs to be included in the model, interviews were also conducted based on the Critical Incident Technique – CIT which is a powerful qualitative method to provide a rich source of data relevant to the phenomenon being investigated (Gremler, 2004).

This technique involves asking respondents to share a narrative about a critical incident they have experienced. Using this approach, these interviews aim to gather rich and detailed information about specific incidents that have had a significant impact on customer satisfaction or dissatisfaction, their intention to revisit a given store or use that service again, and also on their word of mouth to third parties. The respondents are encouraged to provide a narrative account of their experience, allowing for a deeper understanding of the context, emotions, and factors that influenced their perceptions (Baker & Kim, 2018; 2019).

6.1 Justification for semi-structured in-depth interviews

Different qualitative methods are employed in marketing research, including personal interviews, group or focus group interviews, projective techniques, participant observation, ethnography, case studies, photography, and storytelling (Belk, 2006). Interviews are particularly valuable for designing a questionnaire, as they aid in evaluating the initial set of questions and gathering suggestions from interview participants (Todd, 2004). While focus groups have been recognized by some researchers as beneficial for generating and refining survey questionnaire items (e.g., Nassar-McMillan & Borders, 2002), a comparative study between individual interviews and focus groups revealed that individual interviews were more likely to address sensitive discussion topics compared to focus groups (Kaplowitz, 2000). Therefore, for this dissertation, interviews were chosen as the preferred method.

Interviews have proven valuable in various research activities such as developing conceptual models (Meuter et al., 2005), refining study questionnaires (Leonidou et al., 2013), and obtaining qualitative data for mixed methods designs (Flick, 2013). A common typology of interviews includes structured, semi-structured, and unstructured interviews. Structured interviews follow a standardized approach with predetermined questions, yielding specific answers. While they have their usefulness, structured interviews often fail to capitalize on the potential for dialogical knowledge production (Brinkmann, 2013). On the opposite end

of the spectrum, unstructured interviews provide flexibility by allowing the interviewee to "lead the way" and share their story, with the interviewer playing the role of a listener who intermittently asks questions to facilitate the interviewee's narrative (Brinkmann, 2013; Gillham, 2005).

However, the semi-structured interview strikes a balance between flexibility and structure, making it the preferred method for research interviews. This approach allows for a productive dialogue while maintaining some level of predetermined structure, ensuring the quality of the data collected (Gillham, 2005). Additionally, semi-structured interviews are often used as a preliminary step before constructing a questionnaire, typically with a small representative sample from the target population. The information gathered from these interviews informs the development of a comprehensive survey (Mentzer et al., 2001; Noble & Mokwa, 1999).

6.2 Sample & Data collection of interviews

Data collection took place through semi-structured in-depth interviews conducted separately remotely in May and June 2023, with 30 UK customers who suffered an accident recently in an offline context.

Table 7 summarizes the main characteristics of the sample interviewed and the results of the coding process, i.e., the type of failure in each interview.

Table 7 - Characteristics of the sample interviewed.

No.	Gender	Occupation	Age	Failure's sector
Customer 1	Male	Professional	30	Restaurant
Customer 2	Male	Student	24	Clothing store
Customer 3	Female	Student	26	Restaurant
Customer 4	Male	Professional	27	Clothing store
Customer 5	Male	Professional	29	Clothing store
Customer 6	Female	Professional	26	Clothing store

Customer 7	Male	Student	27	Supermarket
Customer 8	Female	Professional	28	Restaurant
Customer 9	Female	Student	25	Restaurant
Customer 10	Male	Student	25	Restaurant
Customer 11	Male	Professional	31	Hotel
Customer 12	Male	Student	21	Clothing store
Customer 13	Female	Professional	27	Supermarket
Customer 14	Male	Professional	29	Supermarket
Customer 15	Female	Student	21	Clothing store
Customer 16	Female	Professional	27	Clothing store
Customer 17	Female	Professional	29	Supermarket
Customer 18	Female	Student	27	Clothing store
Customer 19	Female	Student	22	Restaurant
Customer 20	Male	Professional	32	Supermarket
Customer 21	Female	Student	25	Supermarket
Customer 22	Female	Student	26	Supermarket
Customer 23	Male	Student	25	Clothing store
Customer 24	Female	Student	24	Clothing store
Customer 25	Male	Professional	27	Supermarket
Customer 26	Male	Professional	28	Supermarket
Customer 27	Male	Student	26	Hotel

Customer 28	Male	Professional	30	Supermarket
Customer 29	Male	Student	25	Supermarket
Customer 30	Female	Student	25	Hotel

Source: Personal elaboration

6.3 Interviews analysis

All interviews were recorded, transcribed verbatim, and codified in order to select the relevant and most significant aspects in defining the research model for carrying out the empirical investigation.

Each interview has been analyzed by using the line-by-line approach. In this kind of approach, the researcher analyzes every single sentence and asks what this sentence or sentence reveals about the phenomenon or experience being described. Finally, statements were grouped together to identify themes of content, and, through this process, the researcher has the possibility to assess the reliability of the qualitative data (McCracken, 1988).

6.4 Results

During the interview, each interviewee had the opportunity to talk about recent experience of failure which occurred in a certain context. From an initial screening, critical incident findings found that co-recovery occurs frequently in hospitality and tourism settings, such as restaurants and hotels (30%), and retail settings such as clothing stores and supermarkets (70%).

Subsequently, the interviewees stated that while they were in a difficult situation, due to the breakdown they suffered, only 23% of the sample received help from other customers who were not necessarily in the same situation. In particular, this percentage is characterized by people who have previously asked for the intervention of employees, but due to their inexperience and/or "indifference" to helping customers, they have been supported by other customers.

"One time I went to a clothing store because I was looking for a shirt

that I had seen online, but before buying it I wanted to try it on to see if it

fit me. I approached an employee to see if they had it in a store but was

*completely ignored. Fortunately, a girl realizing my reaction helped me
look for it among the available shirts."*

Another relevant aspect that emerged from the interviews is that 23% of people who have been helped by other customers are a sample in which the breakdown occurred in the retail context, of which: 17% in clothing stores and 7% in supermarkets.

Furthermore, all customers who received support from other customers said that they were reassured after receiving help from someone who provided some information in order to try to understand the service error situation and find a solution to the problem.

*"Luckily, I was helped in the shop by a very polite girl, otherwise I
would never have found the sweatshirt I had to buy."*

After having recounted their failure experience and whether or not they received support from other customers, the interview highlighted the effects of service recovery after a service failure. In particular, the degree of customer satisfaction, whether or not he wanted to revisit that place, and word of mouth.

More in detail, it emerged that the customers who managed to resolve the service failure, and who received support, were psychologically satisfied, willing to revisit that place again, and would recommend it to others. This positive effect was justified by the interviewees with the fact that they would have given a second chance since they still suffered a failure of low severity.

*"I was at the supermarket, and I was looking for a type of biscuit on
offer. After addressing a saleswoman, who replied that she was not
responsible for that aisle, a lady who was shopping kindly showed me
where they were. Surely it was of an inexperienced employee, but I will
certainly go back to shopping in this supermarket because in any case it
was not a serious situation. Furthermore, having managed to find my
biscuits I was happy with my purchase and yes, I would recommend this
supermarket to third parties because in any case is well stocked."*

On the contrary, if it had been a high-severity failure, in this case they would have been satisfied (or partially) only if the intervention of other customers or employees would have solved the problem, but in any case, they would not have revisited that place again and they would not recommend it to other people.

"I will never go back to this place, and I don't want to hear about it
again! A complete disappointment I had ordered shoes for my graduation
but they got my shoe size wrong. the supplier had run out of them. The
only person who tried to help me was a girl who witnessed the scene and
showed me the name of another store that sold a similar pair."

Thus, the findings indicate that customers recognize the significant role of other customers in the service recovery process, particularly when the service provider fails to effectively address the problem. When the service provider's actions or solutions are inadequate, other customers can step in and contribute to the recovery process.

To summarize, the findings clarify the significant impact of other customers on the focal customer's perceptions during service recovery, providing rationale for the concept of other customer recovery. It highlights the values co-created by other customers, particularly the element of support, which can influence the focal customer's subsequent evaluations of the service experience.

Based on the results of Study 1, an empirical model is proposed and tested, examining the effects of restoring other customers on the focal customer as a recipient of support (Study 2), which will be described in the next chapter.

CHAPTER 7: STUDY 2 – AN EMPIRICAL INVESTIGATION

Conceptual Framework and Hypotheses Development

In order to respond to the research objectives, the present study aims to investigate the model proposed in Figure 6.

Figure 6 - Research design.
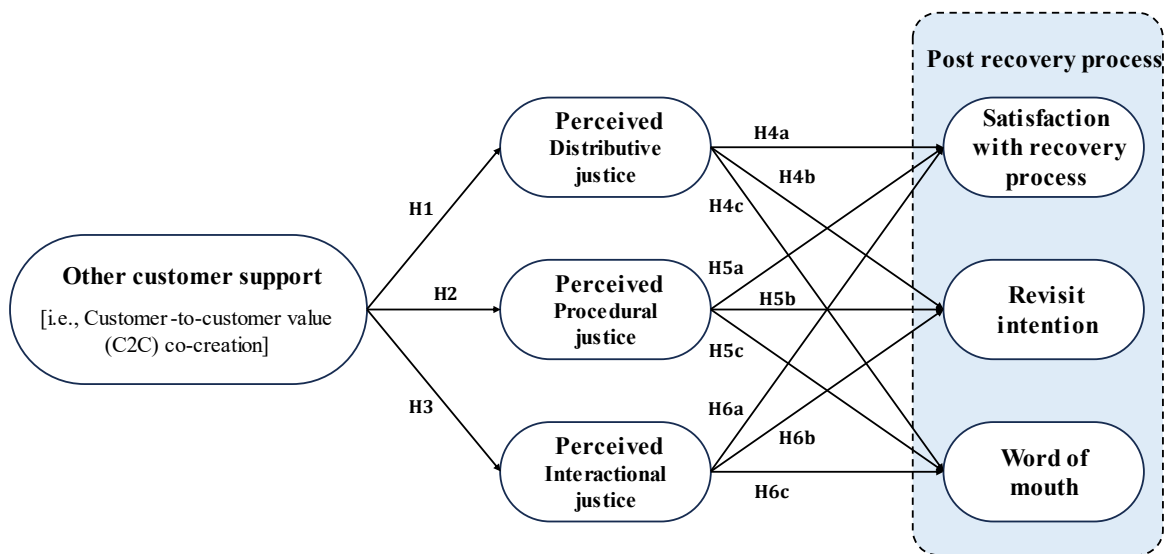
Source: Personal elaboration

Other customer support in service recovery

Receiving different types of support from other customers can mitigate the negative effects of service recovery, but today there is still little research examining how service recovery can be combined with different types of support and customer interaction (Sarkar Sengupta et al., 2015).

Therefore, it is important to understand how support from other customers can affect the customer's overall experience in the service recovery process. This is relevant as support from other customers could provide a sense of belonging and togetherness, reducing stress and improving overall satisfaction of the final customer. On the other hand, the interaction between customers could also generate tension or conflict, negatively affecting the customer's experience in the recovery process (Michel et al., 2009).

Based on the results obtained in Study 1, Study 2 aims to gain a deeper understanding of the dynamics of interactions between final customers and other customers during the service recovery process. This will allow for an examination of the role and effect of other customers in facilitating service recovery and the consequences this may have on the final customer ratings and behaviors. This second study focuses its attention on the relationship that, in a situation of service failure, arises between the final customers, i.e., those affected by the damage, and the other customers, i.e., other customers who have assisted or can also find themselves in the situation of failure of the final customer. Thus, when service failures occur, customers seek assistance or advice from others in order to resolve the issue (Gelbrich, 2010).

In service failure situations, other customers may offer different types of support also based on where the failure occurs. In online contexts, other customers support final customers by explaining service failures and offering suggestions. In fact, for example, third parties via blogs/forums can support other customers who are in a difficult situation (Xu et al., 2016). In the offline context, on the other hand, other customers can provide final customers with the main information that the latter can exploit in order to change their behavior. For example, other customers can provide direct field support (Ferguson & Barry, 2011).

Thus, the participation of other customers in the service recovery process not only contributes to the co-creation of value but can also influence the perceptions and behaviors of the different actors involved in the process (Guo et al., 2016). As a result, this involves exploring the justice perceptions of final customers after the support of other customers, in terms of distributive, procedural, and interactional justice.

In fact, customers give great importance to justice in two contexts of service experience: the initial service delivery and the recovery process in case of problems. During the service delivery phase, customers perceive justice if the service provider completes its responsibilities and ensures that the promised results and benefits are achieved.

Therefore, customers have differentiated expectations both regarding the promised benefits and the method by which these benefits are delivered (Bowen & Johnston, 1999).

The existing literature on justice indicates that three main dimensions of justice have developed over time: distributive, procedural, and interactional (Tax & Brown, 1998), which will be described in the following paragraphs.

Based on the following statements, I hypothesize that:

Hypothesis 1 – H1. Other customer support is positively related to customers' distributive justice.

Hypothesis 2 – H2. Other customer support is positively related to customers' procedural justice.

Hypothesis 3 – H3. Other customer support is positively related to customers' interactional justice.

According to Yi & Gong (2008), the role of the three dimensions of justice has been limited to the examination of service failure, post-complaint, and recovery process cases. More recent studies have extended the investigation of justice dimensions to include consumer behavior towards online retailers, perception of service quality, misconduct, trust, positive/negative feelings, customer emotional engagement, seller reputation online, and purchase intent (Choi & Lotz, 2018; Di et al., 2010; Ziaullah et al., 2016).

However, no studies to date have investigated the relationship between consumer-perceived justice and support from other customers during a service failure situation. This study makes significant contributions to the existing literature by examining the above relationship and discovering the post-recovery effects (i.e., satisfaction with service recovery, revisit intention, and word of mouth).

Satisfaction with recovery process

Consumer satisfaction refers to the positive subjective judgment an individual makes regarding the outcomes and/or experiences associated with the use of a product (Westbrook, 1980). Conceptually, satisfaction represents a purchase outcome, in which consumers evaluate benefits and costs in relation to expected consequences (Bolton & Drew, 1991; Churchill & Surprenant, 1982). From an operational point of view, satisfaction is like attitude in that it represents the sum of different evaluations of individual attributes that contribute to overall satisfaction.

In the context of service recovery, it has been shown that satisfaction plays a crucial role as a processing step between service recovery attributes and post-recovery behavior.

Existing research has widely shown that satisfaction influences a range of behaviors and attitudes, including recommendations, re-patronage, loyalty, willingness to pay more, trust,

brand attachment, and commitment (Bahri-Ammari et al., 2016; de Matos & Rossi, 2008; GREWAL et al., 2008; Ladeira et al., 2016; Ladhari et al., 2008; Lee et al., 2013; Saad Andaleeb & Conway, 2006; Simons et al., 2018; Szymanski & Henard, 2001; Tanford, 2016; Tax & Brown, 1998). Thus, it is clear why the main objective of service recovery strategies is to re-establish customer satisfaction (Chuang et al., 2012; Liu et al., 2019; Lu et al., 2021; Patterson et al., 2006; Sparks & McColl-Kennedy, 2001).

In a service failure situation, when customers interact and receive support from other customers, their involvement in the recovery co-creation is intensified (Black et al., 2014). This involvement can have a positive impact on their satisfaction with the experience of the service recovery process.

For instance, a study conducted by Xu et al. (2016) found that online interactions between customers during service failure situations can generate value that improves overall satisfaction. As a result, the support provided by other customers can positively influence the evaluation of the customer receiving such support ("final customer") in the context of the service recovery process. Furthermore, previous research has shown that as the level of customer involvement increases, customers evaluate the recovery process more positively and are more satisfied with the recovery results (Dong et al., 2008).

This can be attributed to the fact that their satisfaction derives from what they actively contribute to the service process. When customers provide support to other customers in the recovery process, they are more likely to recognize and value their efforts, generating a higher sense of self-fulfillment (Walster et al., 1973). Therefore, service recovery co-creation can lead to greater satisfaction with the service recovery process when there is support from other customers.

Revisit intention

Repurchase intention refers to the willingness or action to purchase a service again after using it (Kuo & Wu, 2012).

Measures of repurchase intention include willingness to repurchase and repurchase behavior following service recovery (Roggeveen et al., 2012).

Research has highlighted that engaging customers in the process of solving a service-related problem plays a crucial role in shaping their repurchase intentions (Guo et al., 2016). According to Zhu et al. (2016), support from other customers positively affects satisfaction, as positive support helps mitigate negative emotions associated with service failures. This is

based on the mood congruence theory (Gardner, 1985), according to which people tend to seek coherence between their emotional state and the larger situations in which they find themselves.

By applying this logic, support from other customers can simultaneously reduce negativity and increase the positivity of key customers who have had an issue with the service. As a result, final customers may rate the recovery process more positively, thereby increasing their intention to do business with the company again.

Word of mouth

Word of mouth has been identified as a major outcome of service recovery efforts (Maxham, 2001; Orsingher et al., 2010). Word of mouth is defined as informal, person-to-person communication regarding a brand, product, organization, or service, in which the communicator is perceived as non-commercial and the recipient is the receiver (Bitner, 1990; de Matos & Rossi, 2008; Reichheld & Sasser, 1990).

In the service failure and recovery context efforts, word of mouth plays a vital role as those who feel they have been treated unfairly tend to spread negative word of mouth. Conversely, customers who have experienced satisfactory service problem resolution tend to engage in positive word-of-mouth, recommending the firm to others (Bitner, 1990; de Matos & Rossi, 2008; Reichheld & Sasser, 1990).

Westbrook (1987) argues that both positive and negative effects related to the product or consumption influence the extent of word-of-mouth diffusion after the purchase. During service failure and recovery efforts, people often experience intense emotions, and such experiences can have a significant impact on customers' emotional connection to the firm. As a result, customers whose emotional bond further strengthens after service is restored, indicating greater customer affection, are likely to engage in positive word-of-mouth. Conversely, customers whose emotional bond is weakened by inadequate or inappropriate attempts to restore service are likely to spread negative word of mouth.

The perceived justice and past recovery effects

According to Adams (1963)' theory of equity, perceived justice can be divided into three main dimensions: procedural justice, distributive justice, and international justice.

Procedural justice refers to the customers' perception of justice concerning the methods used by the company to address service failure, including aspects of policies, procedures, and process controls that aim to meet the customers' recovery needs (Gohary et al., 2016; Guo

et al., 2016). Previous studies have suggested several subdimensions to consider in these discussions, including flexibility, accessibility, process control, decision control, and responsiveness (Magnini et al., 2007).

Distributive justice is about the individual's perception of the tangible resources used by the company to correct a service failure, ensuring a fair exchange relationship. In other words, distributive justice refers to the fairness in the management of compensation received by customers who complain, who receive resources such as discounts, coupons, and monetary refunds (Boukis, 2016; Chen & Kim, 2019). The importance of distributive justice in addressing service recovery is crucial as it affects customer satisfaction and perception of fairness regarding how the company responds to the problem encountered.

Interactional justice focuses on the customer's assessment of the degree of perceived fairness in interpersonal interaction with employees who provide service recovery (Gohary et al., 2016). Previous studies have identified several subdimensions of international justice, including courtesy, offering explanations, and empathy (Cheung & To, 2016; Xu et al., 2014). These aspects are important because they influence the customer's perception of fair treatment and the quality of interaction with the company's staff during the service recovery process. Adequate international justice helps promote customer satisfaction and the perception of quality service.

Previous studies have shown that perceived justice is strongly correlated with customer satisfaction in the context of service recovery (Xu et al., 2014). Initially, when customers are willing to participate in value co-creation, they perceive greater procedural justice and feel satisfied, as they feel that they have some control over the service recovery process (Roggeveen et al., 2012). Later, when the customer receives compensation, this can increase his sense of distributive justice. As an active participant in the recovery process, the customer understands the reason for compensation, which contributes to increased satisfaction with recovery (Boukis, 2016; Zhang & Geng, 2019).

In addition, proper interaction with consumers plays a crucial role in restoring service. Co-creation of value provides an opportunity for interaction with customers, including asking for their opinions, which leads to an increase in international justice (Xu et al., 2014). Therefore, I hypothesize that:

Hypothesis 4a – H4a. Distributive justice has a positive effect on satisfaction with process recovery.

Hypothesis 4b – H4b. Procedural justice has a positive effect on satisfaction with process recovery.

Hypothesis 4c – H4c. Interactional justice has a positive effect on satisfaction with process recovery.

Previous research has indicated that customers who complain and focus on the service recovery process are more likely to revisit a place and participate in co-creation in the future (Guo et al., 2016). Initially, if consumers perceive that they have a dominant role in the process, this contributes to increasing procedural justice as they will feel indispensable. As a result, they become an integral part of the service provider itself, and their intention to come back is implicit (Hazée et al., 2017; Park & Ha, 2016). Second, once customers receive compensation that meets their expectations, to come back intent increases in relation to the increase in distributive justice (Roggeveen et al., 2012). This relationship is based on the fact that customers who perceive distributive justice develop confidence that the service provider is able to provide a high-quality service even in the event of service failure (Gohary et al., 2016; Nadiri, 2016). Third, customers who complain and experience a regular recovery of service and perceive international justice tend to choose the same service in the future, thus increasing the intention to come back (Vázquez-Casielles et al., 2017). Therefore, I hypothesize that:

Hypothesis 5a – H5a. Distributive justice has a positive effect on revisit intention.

Hypothesis 5b – H5b. Procedural justice has a positive effect on revisit intention.

Hypothesis 5c – H5c. Interactional justice has a positive effect on revisit intention.

Previous research has shown that positive word-of-mouth plays a significant role in the service recovery process (Ha & Jang, 2009). On the other hand, when customers perceive that they have been treated unfairly during the recovery of service, they tend to spread negative word of mouth. The first reason for this is that when customers actively participate in every step of the process, active word of mouth spreads due to the increase in procedural justice (Vázquez-Casielles et al., 2017). Later, when employees show empathy towards customers, customers, perceiving greater international justice, are more inclined to spread the word. Moreover, since material satisfaction is just as important as psychological satisfaction, consumers can provide free advertising when they receive greater distributive justice (Gohary et al., 2016). Therefore, I hypothesize that:

Hypothesis 6a – H6a. Distributive justice has a positive effect on word of mouth.

Hypothesis 6b – H6b. Procedural justice has a positive effect on word of mouth.

Hypothesis 6c – H6c. Interactional justice has a positive effect on word of mouth.

As follow, Table 8 shows a synthesis of all hypotheses:

Table 8 – Research Hypotheses.

Relationships between constructs	Hypotheses	
Other customer support → Perceived Distributive justice	Hypothesis 1 – H1	+
Other customer support → Perceived Procedural justice	Hypothesis 2 – H2	+
Other customer support → Perceived Interactional justice	Hypothesis 3 – H3	+
Perceived Distributive justice → Satisfaction with recovery process	Hypothesis 4a – H4a	+
Perceived Distributive justice → Revisit intention	Hypothesis 4b – H4b	+
Perceived Distributive justice → Word of mouth	Hypothesis 4c – H4c	+
Perceived Procedural justice → Satisfaction with recovery process	Hypothesis 5a – H5a	+
Perceived Procedural justice → Revisit intention	Hypothesis 5b – H5b	+
Perceived Procedural justice → Word of mouth	Hypothesis 5c – H5c	+
Perceived Interactional justice → Satisfaction with recovery process	Hypothesis 6a – H6a	+
Perceived Interactional justice → Revisit intention	Hypothesis 6b – H6b	+
Perceived Interactional justice → Word of mouth	Hypothesis 6c – H6c	+

Source: Personal elaboration

CHAPTER. 8: METHODOLOGY

Although the research on value co-creation in service recovery is increasing, little has been studied about the relationship between customer to customers in this context. Therefore, the present study aims to examine the co-creation process with other customers' support in the service recovery process and how it affects their final attitudes and behaviors in a store.

To do that, this chapter presents the research design and methodology of the dissertation.

8.1 Sample and data collection

The choice to conduct the research in the clothing industry is justified by the fact that it represents a context in which customers frequently interact with company personnel. Furthermore, the sample of clothing consumers in the UK was selected to successfully achieve the research objectives (Fellesson & Salomonson, 2020). This choice is supported by the fact that the UK government has placed considerable emphasis on supply-side interventions in the labor market, focusing on training and motivating staff to ensure that they best serve customers (Bratton et al., 2021; Nickson et al., 2012).

Within a wave of 350 individuals, 287 questionnaires were collected, accounting for an 82% response rate. Since the study aimed to investigate the effect of service recovery with other customer support, the respondents who declared to not be helped by other customers in a service failure situation were excluded, leading to a final sample of 220 consumers.

The surveyed employees were asked to self-report their answers on a 7-point Likert scale (1 – Strongly disagree and 7 – Strongly agree) about their trust in the supervisor and in the organization, psychological meaningfulness, sense of belonging, emotional engagement, and innovation capabilities. Finally, respondents were asked about standard demographics, such as age, gender, education, and qualification (see Table 9).

Table 9 – Socio-demographic characteristics of the sample.

Socio-demographic characteristics	N	%
Gender		
Female	160	72,7%
Male	60	27,3%

Age		
Under 20	63	28,6%
20-29 anni	143	65,0%
30-39 anni	4	1,8%
40-49 anni	4	1,8%
Over 50	6	2,7%
Education		
High school degree	63	28,6%
Bachelor's degree	95	43,2%
Master's degree	60	27,3%
Post-graduate degree	2	0,9%
Qualification		
Student	134	60,9%
Worker	44	20.0%
Student-worker	27	12,3%
Freelancer	6	2,7%
Unemployed	9	4,1%

Source: personal elaboration

8.2 Measures

All measurements employed for the purpose of this research are directly adapted from studies published in reputable peer-reviewed journals, so all the scales used have been previously tested and produced high reliability and validity.

Perceived Distributive Justice was measured with 4 items adopted directly from Blodgett et al. (1997) and Smith et al. (1999) on a seven-point Likert-type scale:

– "Compared to what you expected, the offer received (e.g., discount) was…"

– "Taking everything into consideration, the manager's offer was quite fair."

– "Given the circumstances, I feel that the store has offered adequate compensation."

– "The customers did not get what they deserved (i.e., regarding a refund, coupon etc.)."

Perceived Procedural Justice was measured with 4 items adopted directly from Blodgett et al. (1997) and Karatepe (2006) on a seven-point Likert-type scale:

– "My complaint was handled in a very timely manner."

– "My complaint was not resolved as quickly as it should have been."

– "The procedure for handling my complaint was complicated."

- "Employees made an effort to adjust the procedure of handling my complaint according to my needs."

Perceived Procedural Justice was measured with 5 items adopted directly from Karatepe (2006), Smith et al. (1999), and Tax & Brown (1998) on a seven-point Likert-type scale:

- "Employees were courteous to me."

- "Employees' communication with me was appropriate."

- "Employees put the proper effort into resolving my problem."

- "Employees showed a real interest in trying to be fair."

- "Employees showed concern."

Recovery process satisfaction was measured with 4 items adopted directly from Brown et al. (1996) and Maxham & Netemeyer (2002) on a seven-point Likert-type scale:

- "Overall, I am satisfied with the service I received."

- "I am satisfied with the manner in which the service failure was resolved."

- "This store's response to the service failure was better than expected."

- "I now have a more positive attitude toward this store."

Revisit intention was measured with 3 items adopted directly from La & Choi (2019) on a seven-point Likert-type scale:

- "You are willing to continue shopping in this clothing store."

- "The possibility that you choose this clothing store is high."

- "You will make more purchases in this clothing store in the future."

Word of mouth was measured with 3 items adopted directly from Mattila (2001) on a seven-point Likert-type scale:

- "You would tell other people good things about this store."

- "Would you recommend this shop to other people."

- "You would encourage friends and family to visit this shop."

Other customer support, respondents were asked to show their agreement with the following questions, adopted directly from (Sherbourne & Stewart, 1991) on a seven-point Likert-type scale:

- "The other client gave you information to help you deal with the situation you were in."
- "The other customer gave you good advice to deal with the situation you were in."
- "The other client gave you advice that you really wanted to deal with the situation you were in."
- "You reached out to the other customer for suggestions on how to handle the situation you were in."

8.3 Data analysis: structural equation models

In order to analyze the data collected through a survey, the present study applies a Structural Equation Model - SEM due to the numerous advantages associated with this methodology of analysis (Anderson & Gerbing, 1988; Bagozzi & Yi, 2012; Iacobucci, 2009). In fact, SEM, by providing for the simultaneous specification, estimation, and testing of two models, measurement and structural, allows to analyze the causal links (direct, mediated, or moderated) existing between a set of constructs (latent variables) and to estimate the error in the equation (Barbaranelli & Ingoglia, 2013), i.e., the part of the variance of the dependent variable not explained by the variables assumed to be independent.

Hence, SEM represents the most comprehensive methodology for measuring variables and structural cause-effect relationships between them as it allows the identification, empirical verification, and measurement of the extent of these relationships (Edwards & Bagozzi, 2000). In particular, the measurement model estimates the relationships between the latent variables and the respective indicators (measurement scale items) through the so-called CFA - Confirmatory Factor Analysis. The structural model, on the other hand, estimates the causal relationships between the latent variables (Barbaranelli & Ingoglia, 2013).

There are two main mathematical models underlying SEM: the JKW model of Joreskog, Keesling, and Wiley, and the BW model of Bentler and Weeks (Barbaranelli & Ingoglia, 2013). The data analysis and hypothesis testing proposed by the present research is based on the JKW model, which is the model underlying the LISREL software 8.8 (Barbaranelli & Ingoglia, 2013) i.e., the most widely used software for estimating structural equation models in the social sciences, especially in marketing (Fornell & Bookstein, 1982).

CHAPTER 9: RESULTS

9.1 The reliability of measurement scales

The reliability of the construct measurement scales is an indication of the degree of internal and temporal consistency (stability) of the observed variables (indicators/items of the measurement scales) used to measure each latent variable under investigation (Churchill, 1979; Stewart et al., 2001).

There are numerous techniques in the literature to measure the reliability of measurement scales, in particular to assess the internal consistency of constructs, such as Cronbach's Alpha, Item-to-total correlation, Split-half reliability, Alpha if the item deleted, and Composite Reliability (CR) (Barbaranelli & Ingoglia, 2013).

Therefore, in order to test the reliability of the measurement scales used, an Exploratory Factor Analysis (EFA) and a Confirmatory Factor Analysis (CFA) were carried out, thanks to which it was possible to calculate the values for Cronbach's Alpha and Composite Reliability (CR) for each construct (Table 10). As shown in Table 10, all constructs show a Cronbach's Alpha value above 0.70 (threshold value for measurement scales already validated in other studies), denoting good internal consistency of the constructs (Nunnally, 1994). In fact, the results show Cronbach's Alpha values above 0.70.

Furthermore, the values of the CR index also reveal good internal consistency as they are all above the threshold of 0.70 defined by Bagozzi & Yi (1988). The two calculated construct reliability indices thus ensure that the indicators used are significantly correlated with each other and thus consistently express each latent construct measured, ensuring the accuracy of the analysis of the measurement model but above all structural (Barbaranelli & Ingoglia, 2013).

Table 10 – Completely standardized loading, reliability, and validity indices.

Constructs and scales	Completely standardized loading	Alpha Cronbach	Composite Reliability	AVE
Other Customer Support		*0,882*	*0,872*	*0,631*
OCS1	0,840			
OCS 2	0,791			
OCS 3	0,809			
OCS 4	0,799			

Perceived Distributive Justice		**0,887**	**0,877**	**0,653**
PDJ1	0,657			
PDJ 2	0,916			
PDJ 3	0,817			
PDJ 4	0,924			
Perceived Procedural Justice		**0,779**	**0,773**	**0,537**
PPJ1	0,278			
PPJ 2	0,324			
PPJ 3	0,840			
PPJ 4	0,803			
Perceived Interactional Justice		**0,856**	**0,927**	**0,721**
PIJ1	0,574			
PIJ2	0,833			
PIJ3	0,826			
PIJ4	0,854			
PIJ5	0,620			
Satisfaction with process recovery		**0,906**	**0,947**	**0,816**
SAT1	0,859			
SAT2	0,868			
SAT3	0,794			
SAT4	0,855			
Revisit Intention		**0,802**	**0,832**	**0,637**
INT1	0,731			
INT2	0,864			
INT3	0,747			
WOM		**0,833**	**0,837**	**0,631**
WOM1	0,795			
WOM2	0,851			
WOM3	0,772			

Source: Personal data elaboration from CFA conducted through SPSS Statistics 23 e LISREL 8.8

9.2 The validity of measurement scales

The validity of measurement scales refers, on the one hand, to the degree of convergence of the indicators of a given construct in measuring the construct itself and, on the other hand, to the degree of divergence of these indicators towards the other constructs of the theoretical model (Barbaranelli & Ingoglia, 2013). Therefore, when assessing the validity of latent variables, both the convergent and divergent aspects must necessarily be taken into account (Fornell & Larcker, 1981).

The construct validity of the constructs investigated in the present work was assessed through the estimation of a CFA. The results of the assessment regarding the convergent validity of the constructs are reported in Table 10. In fact, all the Completely Standardized Loading parameters turn out to be above 0.50 respectively, indicating a good level of convergent validity. In addition, the AVE - Average Variance Extracted indices also show good convergent validity as they are all above 0.50 (Fornell & Larcker, 1981). This means that the indicators explain more than 50% of the total variance of the corresponding construct.

Furthermore, concerning the divergent aspect, further evaluations were carried out to determine how much the constructs differ from each other. As suggested by Fornell & Larcker (1981), there is evidence of discriminant validity when the square of the highest correlation between constructs is less than the AVE of each construct (Barbaranelli & Ingoglia, 2013). With regard to the present analysis, the highest correlation between constructs of 0.728 is found to be that between Perceived Distributive Justice and WOM (see Figure 7). The AVEs found were all greater than the square of this correlation (0.530), confirming the presence of good discriminant validity between the constructs under analysis.

Figure 7 – Correlations among constructs.

	(1)	(2)	(3)	(4)	(5)	(6)
(1) Satisfaction with process recovery	1.000					
(2) Revisit Intention	0.294	1.000				
(3) WOM	0.278	0.474	1.000			
(4) Perceived Distributive Justice	0.200	0.422	0.728	1.000		
(5) Perceived Procedural Justice	0.397	0.657	0.422	0.259	1.000	
(6) Perceived Interactional Justice	0.562	0.101	0.175	0.112	0.096	1.000
(7) Other Customer Support	0.294	0.427	0.540	0.551	0.471	0.204

Source: Personal data elaboration

9.3 Model fit and research hypothesis testing

The analysis of the fit of the model consists of assessing the goodness of fit of the proposed structural equation model to the data collected through the empirical investigation carried out.

The fit statistics of the structural model are within acceptable ranges, with $\chi2$ 1118.044; degrees of freedom 312; $\chi2$/df 3,583.

The comparative fit index is 0.957, this is an incremental index that is based on the comparison of the $\chi2$ of the model estimated through the application of SEM and the null model, i.e., the one in which all variables are uncorrelated (Bentler, 1990).

Finally, the SRMR - Standardized Root Mean Square Residual index of 0.091 also reveals an acceptable fit of the proposed model. In fact, the prevailing rule in the literature for

interpreting this index is that SRMR values should be below 0.05 for a good fit, conversely below 0.10 for acceptable models (Hu et al., 1995).

In summary, based on the evaluation of the individual fit indices, it can be stated that all items load significantly on their assigned latent constructs, i.e., the fit of the model is reliable and therefore the discrepancy between what is estimated, and the reality of the data is limited.

The results from SEM analysis shown in

Table **11** indicate that other customer support positively and significantly impacts on perceived distributive justice ($\gamma = 0.548$, $t = 6.770$, $p < 0.01$), perceived procedural justice ($\gamma = 0.460$, $t = 3.268$, $p < 0.01$), and perceived interactional justice ($\gamma = 0.180$, $t = 2.339$, $p < 0.01$), supporting H1, H2, and H3.

Concerning perceived justice, the results show that perceived distributive justice directly and positively impacts revisit intention ($\beta = 0.274$, $t = 3.916$, $p < 0.01$) and word of mouth ($\beta = 0.772$, $t = 8.861$, $p < 0.01$), supporting H4b and H4c. Unfortunately, the same does not apply to the relationship between perceived distributive justice and satisfaction with recovery process ($\beta = 0.053$, $t = 0.852$), as it does not appear to be significant. Therefore, hypothesis H4a is rejected.

Instead, regarding perceived procedural justice directly and positively impacts satisfaction with recovery process ($\beta = 0.326$, $t = 3.027$, $p < 0.01$), revisit intention ($\beta = 0.585$, $t = 3.429$, $p < 0.01$) and word of mouth ($\beta = 0.225$, $t = 2.823$, $p < 0.01$), supporting H5a, H5b, and H5c.

Concerning the perceived interactional justice shows a direct and positive relation impacts only with satisfaction with recovery process ($\beta = 0.527$, $t = 6.770$, $p < 0.01$), supporting H6a. Unfortunately, hypotheses H6b and H6c are rejected as perceived interactional justice has no significant relationship with revisit intention ($\beta = - 0.002$, $t = - 0.028$) and word of mouth ($\beta = 0.066$, $t = 1.314$).

Finally, the structural model explains 70.0% of the variance in perceived distributive justice ($R^2 = 0.700$), 61.1% of that in perceived procedural justice ($R^2 = 0.611$), 53.3% of that in perceived interactional justice ($R^2 = 0.533$), 53.0% of that in satisfaction with recovery process ($R^2 = 0.530$), 59.8% of that in revisit intention ($R^2 = 0.598$) and 75.0% of that in word of mouth ($R^2 = 0.750$) (see Figure 8).

Figure 8 – Structural model.

Post recovery process

Other customer support
[i.e., Customer-to-customer value (C2C) co-creation]

Perceived Distributive justice

Perceived Procedural justice

Perceived Interactional justice

Satisfaction with recovery process

Revisit intention

Word of mouth

γ = 0.548**
γ = 0.460**
γ = 0.180**
β = 0.274**
β = 0.772**
β = 0.326**
β = 0.585**
β = 0.225**
β = 0.527**
n.s.
n.s.
n.s.
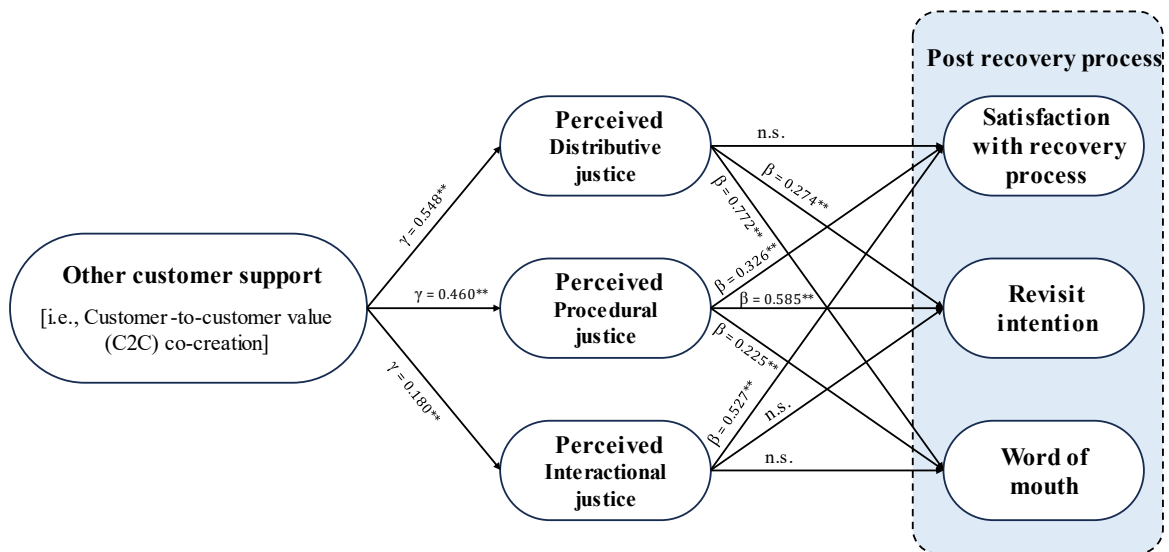
Source: Personal data elaboration
* p-value < 0,05
** p-value < 0,01
n.s. not significative

Table 11 – Structural relationships and hypothesis testing.

Hypotheses	Path	Completely std β and γ	t value	Decision
H1 (+)	Other customer support → Perceived Distributive justice	0.548	6.770**	Supported
H2 (+)	Other customer support → Perceived Procedural justice	0.460	3.268**	Supported
H3 (+)	Other customer support → Perceived Interactional justice	0.180	2.339**	Supported
H4a (+)	Perceived Distributive justice → Satisfaction with recovery process	0.053	0.852	Not Supported
H4b (+)	Perceived Distributive justice → Revisit intention	0.274	3.916**	Supported
H4c (+)	Perceived Distributive justice → Word of mouth	0.772	8.861**	Supported
H5a (+)	Perceived Procedural justice → Satisfaction with recovery process	0.326	3. 027**	Supported

H5b (+)	Perceived Procedural justice → Revisit intention	0.585	3.429**	Supported
H5c (+)	Perceived Procedural justice → Word of mouth	0.225	2.823**	Supported
H6a (+)	Perceived Interactional justice → Satisfaction with recovery process	0.527	6.362**	Supported
H6b (+)	Perceived Interactional justice → Revisit intention	- 0.002	-0.028	Not Supported
H6c (+)	Perceived Interactional justice → Word of mouth	0.066	1.314	Not Supported

Source: Personal data elaboration
* p < 0.05; ** p < 0.01

CHAPTER 10: CONCLUSIONS

This study describes the notable development of the customer value co-creation literature and shows the latent structure underlying its different research streams. Based on a SLNA of 237 selected articles published in business, management and accounting and economics, econometrics and finance, a CNA, Keywords Co-Occurrence Network, and GCS were carried out, in order to show the evolution of the main topics covered, and emerging trends in research using.

From the SLNA, it emerged that the topic of customer value co-creation has become an emerging theme since 2014 and continues to develop through the contributions and collaborations of scholars from various disciplines and geographical areas. Although initially, it was North American and European scholars who raised attention to this concept, since 2018, research on customer value co-creation has mainly been conducted by Asian scholars.

The results show that co-creation is a paradigm of considerable relevance, in which a body of theoretical statements has been developed and applied in a wide range of empirical contexts. In particular, over the years, scholars have begun to explore in more detail the topic of customer value co-creation moving towards customer-to-customer co-creation (C2C) and the topic of service recovery (Dong et al., 2008; Xu et al., 2014).

These papers represent significant contributions to customer value co-creation research and have played a key role in the advancement of this field of study.

These outputs offer a clear overview of the evolution of customer value co-creation research and provide insights into topics that have been explored more deeply and could be the subject of further study in the future. Identifying the key papers and their role in the main track provides a better understanding of the direction of the research and the evolution of the topics over time.

To consolidate the new topics about customer value co-creation, it has been realized a mixed-method analysis and the aim of the research model is to investigate the role of other customer support in the service recovery process. In this perspective, the study extended both the literature on service recovery and the literature on customer value co-creation, creating a conceptual model to examine how other customer interactions can improve the evaluation of the service recovery process and post-recovery effects (i.e., satisfaction with service

recovery, revisit intention, and word of mouth) through customers' perceptions of justice (i.e., distributive, procedural, and interactional justice). As a result, this study provides evidence demonstrating the critical role played by other customers in the service recovery process, as they actively interact with customers who have experienced failures.

The findings of this study support the proposed conceptual model and the majority of the hypotheses. Specifically, the findings show that different types of support from other customers have a positive effect on the threefold of perceived justice. In particular, this study considers customers' perceived justice as the mechanism through which support from other customers influences post-recovery performance, than to previous research that had considered it as the outcome of the service recovery process (Van Vaerenbergh et al., 2018). Therefore, it was found that when support from other customers occurs, during a service recovery situation, the customers of clothing stores perceive more justice, both in terms of distributive, procedural, and interactional justice.

Furthermore, the empirical results test the relationship between each threefold of perceived justice with post-recovery effects, i.e., satisfaction with service recovery, revisit intention, and word of mouth.

In detail, the findings show that perceived distributive justice presents a positive link with the intention to revisit a store and a positive word of mouth to other customers. These positive relationships could be supported by distribution treatments, such as discounts, coupons, or offers to their customers (Kim et al., 2009). Unfortunately, distributive justice doesn't present a significant relationship with satisfaction with service recovery, because despite the intervention of other consumers who try to help the customer in a failure situation, the customer remains dissatisfied with the service received because employees may not offer the right contribution, which would make consumers dissatisfied.

Regarding perceived procedural justice, it shows a positive and significant relationship on all post-recovery effects. Thus, it was confirmed, as in previous research, that timely intervention by employees in a service failure situation is positively correlated with post-recovery satisfaction, intention to revisit the store, and word of mouth (Dayan et al., 2008;). Furthermore, to reinforce existing theory, since employees do not always succeed in satisfying or solving customer problems, in this case, support from other customers makes an original contribution to the existing literature, reinforcing the importance of customer-to-customer value co-creation, representing a growing area in recent years (Tuan, 2022).

Concerning the perceived interactional justice has only a positive and significant relationship with satisfaction with a recovery process. In other words, the results show that interactional justice is considered an important predictor of satisfaction, thanks to the high level of corporate communications, especially such as appearing courteous, respectful, and apologizing. Unfortunately, the lack of significance regarding the intention to revisit and word of mouth could be linked to the fact that, although the problem was solved by the intervention of other consumers, the less than empathetic and attentive behavior of some employees could be the cause for which these consumers decide not to revisit the store and not to spread good word of mouth. Although friendly behaviour and service are important, customers also look for effective resolutions to their problems and assurance that the organization is serious about meeting customer needs. Complainants may be more willing to forgive a single mistake by an employee if they feel that the company has a solid complaint-handling policy and is serious about improving service (Harrison-Walker, 2001).

10.1 Managerial implications

Despite the growing importance of service co-creation in business practice, academic research on this topic is still relatively limited. This study therefore filled a gap by exploring the customer value co-creation in the service world in relation to service failures and service recovery, taking into account support from other customers. This study can offer different contributions from both academics and practitioners to better understand how customers can actively participate and collaborate with companies in managing service problems, thus improving their understanding and ability to handle service failure situations.

First, this study has certainly contributed to a better understanding of service failure management by highlighting the positive role of other customers in the recovery process. This perspective offers new opportunities for both academic research and for organizations seeking to improve the management of service failure situations and restore customer trust and satisfaction. Other customers can play a significant role in influencing customers' perceptions of justice and contributing to the success of the recovery process, making it a potential resource for improving customer relationships.

Second, understanding the impact of support from other customers on perceptions of fairness is hugely important for managers involved in handling customer complaints. This understanding can help managers train their employees on how to behave appropriately toward customers, involving the customers themselves in the decision-making process and

ensuring that procedures are perceived as fair by customers. This, in turn, can help maintain and build strong relationships with customers. In addition, this research can help managers develop more effective strategies for responding to customer complaints, increasing sales and profits in the long term.

Third, this research on the impact of support from other customers on perceptions of justice can advance the understanding of justice theory in customer complaint contexts. This research provides important insights into how perceived justice influences customer complaint behavior. Although some of the hypotheses were not supported, the overall results suggest that managers should consider perceived justice as a crucial component in models that address customer complaint behavior. This could help organizations improve customer complaint management and build stronger relationships with their customers.

Fourth, this study provides practitioners with a valuable understanding of the crucial role of other customers in service failures. Because other customers can play a role in providing support to affected customers and mitigating adverse effects, managers should carefully monitor and manage the behaviors of other customers to improve the support they provide. To engage customers more effectively in their co-creation role during the recovery process, companies should work to improve customers' perception of the value of co-creation. One possible strategy could be to recognize and reward customers who actively participate in the co-creation process by offering them recognition that enhances their sense of accomplishment and satisfaction.

Furthermore, the results of this study highlight the importance of designing complaint management strategies that take into account customer needs and losses.

Preventing customer dissatisfaction is critical to retaining current customers and preventing negative word of mouth, which can negatively affect brand image and future sales. In addition, this study offers important suggestions for customer complaint management strategies that can help improve customer satisfaction and preserve long-term relationships.

Finally, it is vital for an organization to adopt an effective recovery strategy that can improve customer loyalty. Therefore, companies must carefully examine the fairness of the actions taken (i.e., procedural justice), the results achieved (i.e., distributive justice), and the communication between customer and employee (i.e., interpersonal justice). Usually, customers express their complaints to frontline employees. Therefore, managers should select frontline employees who can handle complaints. Empowerment is a powerful tool that managers can use to develop a fair grievance-handling process. This enables frontline

employees to address grievances quickly, affordably, comfortably, and flexibly. As a result, it is essential that employees are trained, motivated, and equipped with the necessary skills to successfully complete the grievance recovery process. In the future, further research should be conducted to identify other variables that influence post-complaint emotions, attitudes, and behaviors. In addition, dimensions of the role of mediation in service recovery and recovery satisfaction should be examined.

10.2   Limitation and future research

Although this study has made significant contributions to knowledge, it is important to note some of its limitations. These limitations in turn provide opportunities for further future research. First, as this study introduces a new aspect of customer recovery, further research is needed to investigate the factors that influence it, the factors that moderate it, and the resulting consequences. Next, although the qualitative study provides external validity and the research model increases internal validity, it is essential to replicate the research in an experimental setting to confirm the results. Third, it is essential to examine the emotions that may arise when both receiving and providing support to other customers, and this area represents a relevant avenue for future research. Furthermore, future investigations should consider various forms of support, such as informational and emotional support, and how these affect both the giver and the receiver. Although this study focuses on support from other customers in a co-creation process following a service failure, future research could replicate the following study in an online contest through an online experiment, manipulating it with a moderating variable, such as the severity of the failure suffered by consumers.

References

Abror, A., Patrisia, D., Engriani, Y., Evanita, S., Yasri, Y., & Dastgir, S. (2020). Service quality, religiosity, customer satisfaction, customer engagement and Islamic bank's customer loyalty. *Journal of Islamic Marketing*, *11*(6), 1691–1705. https://doi.org/10.1108/JIMA-03-2019-0044

Adams, J. S. (1963). Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, *67*(5), 422–436. https://doi.org/10.1037/h0040968

Alolayyan, M. N. F., Mohd Ali, K. A., Idris, F., & Ibrehem, A. S. (2011). Advance mathematical model to study and analyse the effects of total quality management (TQM) and operational flexibility on hospital performance. *Total Quality Management & Business Excellence*, *22*(12), 1371–1393. https://doi.org/10.1080/14783363.2011.625183

Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, *103*(3), 411–423. https://doi.org/10.1037/0033-2909.103.3.411

Anning-Dorson, T., Hinson, R. E., Amidu, M., & Nyamekye, M. B. (2018). Enhancing service firm performance through customer involvement capability and innovativeness. *Management Research Review*, *41*(11), 1271–1289. https://doi.org/10.1108/MRR-07-2017-0207

Arnould, E. J., Price, L. L., Malshe, A., Marketing, I., Lusch, R. F., Vargo, S. L., Armonk, N.:, & Sharpe, M. E. (n.d.). *Toward a Cultural Resource-Based Theory of the Customer*.

Arsenovic, J., Edvardsson, B., & Tronvoll, B. (2019). Moving Toward Collaborative Service Recovery: A Multiactor Orientation. *Service Science*, *11*(3), 201–212. https://doi.org/10.1287/serv.2019.0241

Auh, S., Bell, S. J., McLeod, C. S., & Shih, E. (2007). Co-production and customer loyalty in financial services. *Journal of Retailing*, *83*(3), 359–370. https://doi.org/10.1016/j.jretai.2007.03.001

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, *16*(1), 74–94. https://doi.org/10.1007/BF02723327

Bagozzi, R. P., & Yi, Y. (2012). Specification, evaluation, and interpretation of structural equation models. *Journal of the Academy of Marketing Science*, *40*(1), 8–34. https://doi.org/10.1007/s11747-011-0278-x

Bahri-Ammari, N., Van Niekerk, M., Ben Khelil, H., & Chtioui, J. (2016). The effects of brand attachment on behavioral loyalty in the luxury restaurant sector. *International Journal of Contemporary Hospitality Management*, *28*(3), 559–585. https://doi.org/10.1108/IJCHM-10-2014-0508

Bajpai, V., Pandey, S., & Shriwas, S. (2012). Social media marketing: Strategies & its impact. *International Journal of Social Science & Interdisciplinary Research*, *1*(7), 214–223.

Baker, M. A., & Kim, K. (2018). Other Customer Service Failures: Emotions, Impacts, and Attributions. *Journal of Hospitality & Tourism Research*, *42*(7), 1067–1085. https://doi.org/10.1177/1096348016671394

Baker, M. A., & Kim, K. (2019). Value destruction in exaggerated online reviews. *International Journal of Contemporary Hospitality Management*, *31*(4), 1956–1976. https://doi.org/10.1108/IJCHM-03-2018-0247

Balaji, M. S., Jha, S., Sengupta, A. S., & Krishnan, B. C. (2018). Are cynical customers satisfied differently? Role of negative inferred motive and customer participation in service recovery. *Journal of Business Research*, *86*, 109–118. https://doi.org/10.1016/j.jbusres.2018.01.023

Balau, G., Bij, H., & Faems, D. (2020). Should SMEs get out of the building? Examining the role of customer co-creation on radical organizational creativity*. *R&D Management*, *50*(4), 535–547. https://doi.org/10.1111/radm.12403

Baldus, B. J., Voorhees, C., & Calantone, R. (2015). Online brand community engagement: Scale development and validation. *Journal of Business Research*, *68*(5), 978–985. https://doi.org/10.1016/j.jbusres.2014.09.035

Ballantyne, D., & Varey, R. J. (2006). Introducing a dialogical orientation to the service-dominant logic of marketing. *The Service-Dominant Logic of Marketing: Dialog, Debate, and Directions*, 224–235.

Banks, J., & Potts, J. (2010). Co-creating games: a co-evolutionary analysis. *New Media & Society*, *12*(2), 253–270. https://doi.org/10.1177/1461444809343563

Barbaranelli, C., & Ingoglia, S. (2013). *I modelli di equazioni strutturali: temi e prospettive.*

Barbaranelli, C., & Ingoglia, S. (2013). *I modelli di equazioni strutturali: Temi e prospettive*.

Belk, R. W. (2006). *Handbook of qualitative research methods in marketing*. Edward Elgar Publishing.

Bendapudi, N., & Leone, R. P. (2003). Psychological Implications of Customer Participation in Co-Production. *Journal of Marketing*, *67*(1), 14–28. https://doi.org/10.1509/jmkg.67.1.14.18592

Bengtsson, L., & Ryzhkova, N. (2015). Managing Online User Co-creation in Service Innovation. In *The Handbook of Service Innovation* (pp. 575–589). Springer London. https://doi.org/10.1007/978-1-4471-6590-3_26

Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, *107*(2), 238–246. https://doi.org/10.1037/0033-2909.107.2.238

Ben-Zur, H., & Yagil, D. (2005). The relationship between empowerment, aggressive behaviours of customers, coping, and burnout. *European Journal of Work and Organizational Psychology*, *14*(1), 81–99. https://doi.org/10.1080/13594320444000281

Berthon, P. R., Pitt, L. F., McCarthy, I., & Kates, S. M. (2007). When customers get clever: Managerial approaches to dealing with creative consumers. *Business Horizons*, *50*(1), 39–47. https://doi.org/10.1016/j.bushor.2006.05.005

Berthon, P. R., Pitt, L. F., Plangger, K., & Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. *Business Horizons*, *55*(3), 261–271. https://doi.org/10.1016/j.bushor.2012.01.007

Bijmolt, T., K.R.E. Huizingh, E., & Krawczyk, A. (2014). Effects of complaint behaviour and service recovery satisfaction on consumer intentions to repurchase on the internet. *Internet Research*, *24*(5), 608–628. https://doi.org/10.1108/IntR-03-2012-0056

Bitner, M. J. (1990). Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*, *54*(2), 69–82. https://doi.org/10.1177/002224299005400206

Blodgett, J. G., Hill, D. J., & Tax, S. S. (1997). The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of Retailing*, *73*(2), 185–210. https://doi.org/10.1016/S0022-4359(97)90003-8

Bock, D. E., Folse, J. A. G., & Black, W. C. (2016). When Frontline Employee Behavior Backfires. *Journal of Service Research*, *19*(3), 322–336. https://doi.org/10.1177/1094670516633754

Bolton, R. N., & Drew, J. H. (1991). A Multistage Model of Customers' Assessments of Service Quality and Value. *Journal of Consumer Research*, *17*(4), 375. https://doi.org/10.1086/208564

Bolton, R. N., McColl-Kennedy, J. R., Cheung, L., Gallan, A., Orsingher, C., Witell, L., & Zaki, M. (2018). Customer experience challenges: bringing together digital, physical and social realms. *Journal of Service Management*, *29*(5), 776–808. https://doi.org/10.1108/JOSM-04-2018-0113

Bolton, R., & Saxena-Iyer, S. (2009). Interactive Services: A Framework, Synthesis and Research Directions. *Journal of Interactive Marketing*, *23*(1), 91–104. https://doi.org/10.1016/j.intmar.2008.11.002

Boshoff, C. (2003). Intentions to buy a service: The influence of service guarantees, general information and price information in advertising. *South African Journal of Business Management*, *34*(1), 39–44. https://doi.org/10.4102/sajbm.v34i1.676

Botti, A., Grimaldi, M., & Vesci, M. (2018). *Customer Value Co-creation in a Service-Dominant Logic Perspective: Some Steps Toward the Development of a Measurement Scale* (pp. 137–157). https://doi.org/10.1007/978-3-319-61967-5_8

Boukis, A. (2016). Achieving favourable customer outcomes through employee deviance. *The Service Industries Journal*, *36*(7–8), 319–338. https://doi.org/10.1080/02642069.2016.1219722

Bowen, D. E., & Johnston, R. (1999). Internal service recovery: developing a new construct. *International Journal of Service Industry Management*, *10*(2), 118–131. https://doi.org/10.1108/09564239910264307

Bradley, G., & Sparks, B. (2012). Explanations: if, when, and how they aid service recovery. *Journal of Services Marketing*, *26*(1), 41–51. https://doi.org/10.1108/08876041211199715

Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). *Human resource management*. Bloomsbury Publishing.

Breidbach, C. F., Kolb, D. G., & Srinivasan, A. (2013). Connectivity in Service Systems. *Journal of Service Research*, *16*(3), 428–441. https://doi.org/10.1177/1094670512470869

Brinkmann, S. (2013). Qualitative interviewing. *Understanding Qualitative Rese*.

Brown, S. W., Cowles, D. L., & Tuten, T. L. (1996). Service recovery: its value and limitations as a retail strategy. *International Journal of Service Industry Management*, *7*(5), 32–46. https://doi.org/10.1108/09564239610149948

C, M., & S, S. (2021). Addressing service failure and initiating service recovery in online platforms: literature review and research agenda. *Journal of Strategic Marketing*, *29*(8), 658–689. https://doi.org/10.1080/0965254X.2020.1783568

Cambra-Fierro, J., Melero-Polo, I., & Sese, F. J. (2018). Customer value co-creation over the relationship life cycle. *Journal of Service Theory and Practice*, *28*(3), 336–355. https://doi.org/10.1108/JSTP-01-2017-0009

Carù, A., & Cova, B. (2015). Co-creating the collective service experience. *Journal of Service Management*, *26*(2), 276–294. https://doi.org/10.1108/JOSM-07-2014-0170

Cassinger, C. , & Bertilsson, J. (2011). Governing consumers through freedom: A theoretical discussion of the co-creation construct. *European Advances in Consumer Research*, *9*, 412–416.

Chen, P., & Kim, Y. G. (2019). Role of the perceived justice of service recovery: A comparison of first-time and repeat visitors. *Tourism and Hospitality Research*, *19*(1), 98–111. https://doi.org/10.1177/1467358417704885

Cheung, M. F. Y., & To, W. M. (2016). Service co-creation in social media: An extension of the theory of planned behavior. *Computers in Human Behavior*, *65*, 260–266. https://doi.org/10.1016/j.chb.2016.08.031

Cheung, M. F. Y., & To, W. M. (2021). The effects of customer involvement on perceived service performance and word-of-mouth: the mediating role of service co-creation. *Asia Pacific Journal of Marketing and Logistics*, *33*(4), 1014–1032. https://doi.org/10.1108/APJML-04-2020-0221

Chiarini, A. (2020). Industry 4.0, quality management and TQM world. A systematic literature review and a proposed agenda for further research. *TQM Journal, 32*(4), 603-616. https://doi.org/10.1108/TQM-04-2020-0082

Choi, B., & La, S. (2013). The impact of corporate social responsibility (CSR) and customer trust on the restoration of loyalty after service failure and recovery. *Journal of Services Marketing*, *27*(3), 223–233. https://doi.org/10.1108/08876041311330717

Choi, L., & Lotz, S. L. (2018). Exploring antecedents of customer citizenship behaviors in services. *The Service Industries Journal*, *38*(9–10), 607–628. https://doi.org/10.1080/02642069.2017.1414194

Chuang, S.-C., Cheng, Y.-H., Chang, C.-J., & Yang, S.-W. (2012). The effect of service failure types and service recovery on customer satisfaction: a mental accounting perspective. *The Service Industries Journal*, *32*(2), 257–271. https://doi.org/10.1080/02642069.2010.529435

Chuang, S. H. (2020). Co-creating social media agility to build strong customer-firm relationships. I*ndustrial Marketing Management, 84*, 202-211. https://doi.org/10.1016/j.indmarman.2019.06.012

Chukwuma, I., Agbaeze, E., Madu, I., Nwakoby, N., & Icha-Ituma, A. (2019). Effect of nepotism on employee emotional engagement: Interplay of organisational politics. *Journal of Management Information and Decision Sciences*, *22*(3), 273–283.

Churchill, G. A. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research*, *16*(1), 64–73. https://doi.org/10.1177/002224377901600110

Churchill, G. A., & Surprenant, C. (1982). An Investigation into the Determinants of Customer Satisfaction. *Journal of Marketing Research*, *19*(4), 491–504. https://doi.org/10.1177/002224378201900410

Clauss, T., Kesting, T., & Naskrent, J. (2019). A rolling stone gathers no moss: the effect of customers' perceived business model innovativeness on customer value co-creation behavior and customer satisfaction in the service sector. *R&D Management*, *49*(2), 180–203. https://doi.org/10.1111/radm.12318

Claycomb, C., Lengnick-Hall, C., & Inks, L. (2001). The customer as a productive resource: a pilot study and strategic implications. *Journal of Business strategies, 18*(1), 47-70.

Colicchia, C., Creazza, A., Noè, C., & Strozzi, F. (2019). Information sharing in supply chains: a review of risks and opportunities using the systematic literature network

analysis (SLNA). *Supply Chain Management: An International Journal*, *24*(1), 5–21. https://doi.org/10.1108/SCM-01-2018-0003

Conduit, J., & Chen, T. (2017). Transcending and bridging co-creation and engagement: conceptual and empirical insights. *Journal of Service Theory and Practice*, *27*(4), 714–720. https://doi.org/10.1108/JSTP-05-2017-0077

Corsaro, D. (2019). Capturing the broader picture of value co-creation management. *European Management Journal*, *37*(1), 99–116. https://doi.org/10.1016/j.emj.2018.07.007

Cova, B., Louyot-Gallicher, M., & Bonnemaison, A. (2006). *Marketing critique: le consommateur collaborateur en question*. TEC & DOC, Lavoisier.

Cova, B., & Salle, R. (2008). Marketing solutions in accordance with the S-D logic: Co-creating value with customer network actors. *Industrial Marketing Management*, *37*(3), 270–277. https://doi.org/10.1016/j.indmarman.2007.07.005

Cui, A. S., & Wu, F. (2016). Utilizing customer knowledge in innovation: antecedents and impact of customer involvement on new product performance. *Journal of the Academy of Marketing Science*, *44*(4), 516–538. https://doi.org/10.1007/s11747-015-0433-x

Dahlin, K. B., Chuang, Y.-T., & Roulet, T. J. (2018). Opportunity, Motivation, and Ability to Learn from Failures and Errors: Review, Synthesis, and Ways to Move Forward. *Academy of Management Annals*, *12*(1), 252–277. https://doi.org/10.5465/annals.2016.0049

David, G., & Brachet, T. (2011). On the Determinants of Organizational Forgetting. *American Economic Journal: Microeconomics*, *3*(3), 100–123. https://doi.org/10.1257/mic.3.3.100

Dayan, M., Al-Tamimi, H. A. H., & Elhadji, A. Lo. (2008). Perceived justice and customer loyalty in the retail banking sector in the UAE. *Journal of Financial Services Marketing*, *12*(4), 320–330. https://doi.org/10.1057/palgrave.fsm.4760085

de Matos, C. A., & Rossi, C. A. V. (2008). Word-of-mouth communications in marketing: a meta-analytic review of the antecedents and moderators. *Journal of the Academy of Marketing Science*, *36*(4), 578–596. https://doi.org/10.1007/s11747-008-0121-1

Di, E., Huang, C.-J., Chen, I.-H., & Yu, T.-C. (2010). Organisational justice and customer citizenship behaviour of retail industries. *The Service Industries Journal*, *30*(11), 1919–1934. https://doi.org/10.1080/02642060802627533

Djelassi, S., & Decoopman, I. (2016). Innovation through interactive crowdsourcing: The role of boundary objects. *Recherche et Applications En Marketing (English Edition)*, *31*(3), 131–152. https://doi.org/10.1177/2051570716650160

Dong, B., Evans, K. R., & Zou, S. (2008). The effects of customer participation in co-created service recovery. *Journal of the Academy of Marketing Science*, *36*(1), 123–137. https://doi.org/10.1007/s11747-007-0059-8

Dwesar, R., & Sahoo, D. (2022). Does service failure criticality affect global travellers' service evaluations? An empirical analysis of online reviews. *Management Decision*, *60*(2), 426–448. https://doi.org/10.1108/MD-01-2020-0107

Eden, S. (2017). Blurring the boundaries: Prosumption, circularity and online sustainable consumption through Freecycle. *Journal of Consumer Culture*, *17*(2), 265–285. https://doi.org/10.1177/1469540515586871

Edvardsson, B., & Tronvoll, B. (2013). A new conceptualization of service innovation grounded in S-D logic and service systems. *International Journal of Quality and Service Sciences*, *5*(1), 19–31. https://doi.org/10.1108/17566691311316220

Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: a social construction approach. *Journal of the Academy of Marketing Science*, *39*(2), 327–339. https://doi.org/10.1007/s11747-010-0200-y

Eichentopf, T., Kleinaltenkamp, M., & van Stiphout, J. (2011). Modelling customer process activities in interactive value creation. *Journal of Service Management*, *22*(5), 650–663. https://doi.org/10.1108/09564231111174997

Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *Uropean Journal of Business and Management*, *5*(4), 137–147.

Elsharnouby, T. H., & Mahrous, A. A. (2015). Customer participation in online co-creation experience: the role of e-service quality. *Journal of Research in Interactive Marketing*, *9*(4), 313–336. https://doi.org/10.1108/JRIM-06-2014-0038

Falagas, M. E., Pitsouni, E. I., Malietzis, G. A., & Pappas, G. (2008). Comparison of PubMed, Scopus, Web of Science, and Google Scholar: strengths and weaknesses. *The FASEB Journal*, *22*(2), 338–342. https://doi.org/10.1096/fj.07-9492LSF

Fellesson, M., & Salomonson, N. (2020). It takes two to interact – Service orientation, negative emotions and customer phubbing in retail service work. *Journal of Retailing and Consumer Services*, *54*, 102050. https://doi.org/10.1016/j.jretconser.2020.102050

Ferguson, M., & Barry, B. (2011). I know what you did: The effects of interpersonal deviance on bystanders. *Journal of Occupational Health Psychology*, *16*(1), 80–94. https://doi.org/10.1037/a0021708

Fernandes, T., & Remelhe, P. (2016). How to engage customers in co-creation: customers' motivations for collaborative innovation. *Journal of Strategic Marketing*, *24*(3–4), 311–326. https://doi.org/10.1080/0965254X.2015.1095220

Finsterwalder, J., & Tuzovic, S. (2010). Quality in group service encounters. *Managing Service Quality: An International Journal*, *20*(2), 109–122. https://doi.org/10.1108/09604521011027552

Flick, U. (2013). The SAGE handbook of qualitative data analysis. *SAGE*.

Fornell, C., & Bookstein, F. L. (1982). Two Structural Equation Models: LISREL and PLS Applied to Consumer Exit-Voice Theory. *Journal of Marketing Research*, *19*(4), 440–452. https://doi.org/10.1177/002224378201900406

Fornell, C., & Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, *18*(1), 39. https://doi.org/10.2307/3151312

Foroudi, P., Yu, Q., Gupta, S., & Foroudi, M. M. (2019). Enhancing university brand image and reputation through customer value co-creation behaviour. *Technological Forecasting and Social Change*, *138*, 218–227. https://doi.org/10.1016/j.techfore.2018.09.006

France, C., Merrilees, B., & Miller, D. (2015). Customer brand co-creation: a conceptual model. *Marketing Intelligence and Planning*, *33*(6), 848–864. https://doi.org/10.1108/MIP-06-2014-0105

Frasquet-Deltoro, M., Alarcón-del-Amo, M. del C., & Lorenzo-Romero, C. (2019). Antecedents and consequences of virtual customer co-creation behaviours. *Internet Research*, *29*(1), 218–244. https://doi.org/10.1108/IntR-06-2017-0243

Frow, P., Nenonen, S., Payne, A., & Storbacka, K. (2015). Managing Co-creation Design: A Strategic Approach to Innovation. *British Journal of Management*, *26*(3), 463–483. https://doi.org/10.1111/1467-8551.12087

Füller, J. (2010a). Refining Virtual Co-Creation from a Consumer Perspective. *California Management Review*, *52*(2), 98–122. https://doi.org/10.1525/cmr.2010.52.2.98

Füller, J. (2010b). Refining Virtual Co-Creation from a Consumer Perspective. *California Management Review*, *52*(2), 98–122. https://doi.org/10.1525/cmr.2010.52.2.98

G. Black, H., H. Vincent, L., & J. Skinner, S. (2014). Customers helping customers: payoffs for linking customers. *Journal of Services Marketing*, *28*(5), 391–401. https://doi.org/10.1108/JSM-12-2012-0252

Gallan, A. S., Jarvis, C. B., Brown, S. W., & Bitner, M. J. (2013). Customer positivity and participation in services: an empirical test in a health care context. *Journal of the Academy of Marketing Science*, *41*(3), 338–356. https://doi.org/10.1007/s11747-012-0307-4

Gallarza, M. G., & Gil, I. (2008). The concept of value and its dimensions: a tool for analysing tourism experiences. *Tourism Review*, *63*(3), 4–20. https://doi.org/10.1108/16605370810901553

Galvagno, M., & Dalli, D. (2014). Theory of value co-creation: a systematic literature review. *Managing Service Quality*, *24*(6), 643–683. https://doi.org/10.1108/MSQ-09-2013-0187

Garbarski, D., Schaeffer, N. C., & Dykema, J. (2016). Interviewing Practices, Conversational Practices, and Rapport. *Sociological Methodology*, *46*(1), 1–38. https://doi.org/10.1177/0081175016637890

Gardner, M. P. (1985). Mood States and Consumer Behavior: A Critical Review. *Journal of Consumer Research*, *12*(3), 281. https://doi.org/10.1086/208516

Gebauer, H., Johnson, M., & Enquist, B. (2010). Value co-creation as a determinant of success in public transport services. *Managing Service Quality: An International Journal*, *20*(6), 511–530. https://doi.org/10.1108/09604521011092866

Gelbrich, K. (2010). Anger, frustration, and helplessness after service failure: coping strategies and effective informational support. *Journal of the Academy of Marketing Science*, *38*(5), 567–585. https://doi.org/10.1007/s11747-009-0169-6

Gentile, C., Spiller, N., & Noci, G. (2007). How to Sustain the Customer Experience: *European Management Journal*, *25*(5), 395–410. https://doi.org/10.1016/j.emj.2007.08.005

Gillham, B. (2005). Research interviewing: The range of techniques. *McGraw Hill International*.

Gohary, A., Hamzelu, B., & Alizadeh, H. (2016). Please explain why it happened! How perceived justice and customer involvement affect post co-recovery evaluations: A study of Iranian online shoppers. *Journal of Retailing and Consumer Services*, *31*, 127–142. https://doi.org/10.1016/j.jretconser.2016.03.013

Gong, T., & Choi, J. N. (2016). Effects of task complexity on creative customer behavior. *European Journal of Marketing*, *50*(5/6), 1003–1023. https://doi.org/10.1108/EJM-04-2015-0205

Gremler, D. D. (2004). The Critical Incident Technique in Service Research. *Journal of Service Research*, *7*(1), 65–89. https://doi.org/10.1177/1094670504266138

Grewal, D., Roggeveen, A., & Tsiros, M. (2008). The Effect of Compensation on Repurchase Intentions in Service Recovery☆. *Journal of Retailing*, *84*(4), 424–434. https://doi.org/10.1016/j.jretai.2008.06.002

Grönroos, C. (2000). Creating a Relationship Dialogue: Communication, Interaction and Value. *The Marketing Review*, *1*(1), 5–14. https://doi.org/10.1362/1469347002523428

Grönroos, C. (2011). Value co-creation in service logic: A critical analysis. *Marketing Theory*, *11*(3), 279–301. https://doi.org/10.1177/1470593111408177

Grönroos, C. (2012). Conceptualising value co-creation: A journey to the 1970s and back to the future. *Journal of Marketing Management*, *28*(13–14), 1520–1534. https://doi.org/10.1080/0267257X.2012.737357

Grönroos, C., & Voima, P. (2013). Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, *41*(2), 133–150. https://doi.org/10.1007/s11747-012-0308-3

Grott, E. M., Cambra-Fierro, J., Perez, L., & Yani-de-Soriano, M. (2019). How cross-culture affects the outcomes of co-creation. *European Business Review*, *31*(4), 544–566. https://doi.org/10.1108/EBR-01-2018-0022

Gummesson, E. (1998). Productivity, quality and relationship marketing in service operations. *International Journal of Contemporary Hospitality Management*, *10*(1), 4–15. https://doi.org/10.1108/09596119810199282

Gummesson, E., Lusch, R. F., & Vargo, S. L. (2010). Transitioning from service management to service-dominant logic. *International Journal of Quality and Service Sciences*, *2*(1), 8–22. https://doi.org/10.1108/17566691011026577

Guo, L., Lotz, S. L., Tang, C., & Gruen, T. W. (2016). The Role of Perceived Control in Customer Value Cocreation and Service Recovery Evaluation. *Journal of Service Research*, *19*(1), 39–56. https://doi.org/10.1177/1094670515597213

Gurova, O. (2019). Patriotism as Creative (Counter-)Conduct of Russian Fashion Designers, 151–168. https://doi.org/10.1108/S0885-211120190000020015

Gustafsson, A. (2009). Customer satisfaction with service recovery. *Journal of Business Research*, *62*(11), 1220–1222. https://doi.org/10.1016/j.jbusres.2008.11.001

Gustafsson, A., Kristensson, P., & Witell, L. (2012). Customer co-creation in service innovation: a matter of communication? *Journal of Service Management*, *23*(3), 311–327. https://doi.org/10.1108/09564231211248426

Gyrd-Jones, R. I., & Kornum, N. (2013). Managing the co-created brand: Value and cultural complementarity in online and offline multi-stakeholder ecosystems. *Journal of Business Research*, *66*(9), 1484–1493. https://doi.org/10.1016/j.jbusres.2012.02.045

Ha, J., & Jang, S. (Shawn). (2009). Perceived justice in service recovery and behavioral intentions: The role of relationship quality. *International Journal of Hospitality Management*, *28*(3), 319–327. https://doi.org/10.1016/j.ijhm.2008.12.001

Haj-Salem, N., & Chebat, J.-C. (2014). The double-edged sword: The positive and negative effects of switching costs on customer exit and revenge. *Journal of Business Research*, *67*(6), 1106–1113. https://doi.org/10.1016/j.jbusres.2013.05.050

Harris, K., & Baron, S. (2004). Consumer-to-Consumer Conversations in Service Settings. *Journal of Service Research*, *6*(3), 287–303. https://doi.org/10.1177/1094670503260132

Harrison-Walker, L. J. (2001). The Measurement of Word-of-Mouth Communication and an Investigation of Service Quality and Customer Commitment As Potential Antecedents. *Journal of Service Research*, *4*(1), 60–75. https://doi.org/10.1177/109467050141006

Hart, C. W., Heskett, J. L., & Sasser Jr, W. E. (1990). The profitable art of service recovery. *Harvard Business Review*, *68*(4), 148–156.

Hatch, M. J., & Schultz, M. (2010). Toward a theory of brand co-creation with implications for brand governance. *Journal of Brand Management*, *17*(8), 590–604. https://doi.org/10.1057/bm.2010.14

Hau, L. N., & Thuy, P. N. (2021). Enabling customer co-creation behavior at a distance: the case of patients using self-monitoring handheld devices in healthcare. *Service Business*, *0123456789*. https://doi.org/10.1007/s11628-021-00451-y

Hazée, S., Van Vaerenbergh, Y., & Armirotto, V. (2017). Co-creating service recovery after service failure: The role of brand equity. *Journal of Business Research*, *74*, 101–109. https://doi.org/10.1016/j.jbusres.2017.01.014

He, A.-Z., Cai, Y., Cai, L., & Zhang, Y. (2021). Conversation, storytelling, or consumer interaction and participation? The impact of brand-owned social media content marketing on consumers' brand perceptions and attitudes. *Journal of Research in Interactive Marketing*, *15*(3), 419–440. https://doi.org/10.1108/JRIM-08-2019-0128

Heidenreich, S., Wittkowski, K., Handrich, M., & Falk, T. (2015). The dark side of customer co-creation: exploring the consequences of failed co-created services. *Journal of the Academy of Marketing Science*, *43*(3), 279–296. https://doi.org/10.1007/s11747-014-0387-4

Heinonen, K., Strandvik, T., Mickelsson, K., Edvardsson, B., Sundström, E., & Andersson, P. (2010). A customer-dominant logic of service. *Journal of Service Management*, *21*(4), 531–548. https://doi.org/10.1108/09564231011066088

Hesselink, M., & van der Wiele, T. (2003). *Mystery shopping: In-depth measurement of customer satisfaction*.

Hewagama, G., Boxall, P., Cheung, G., & Hutchison, A. (2019). Service recovery through empowerment? HRM, employee performance and job satisfaction in hotels. *International Journal of Hospitality Management*, *81*, 73–82. https://doi.org/10.1016/j.ijhm.2019.03.006

Hidayanti, I., Herman, L. E., & Farida, N. (2018). Engaging Customers through Social Media to Improve Industrial Product Development: The Role of Customer Co-Creation Value. *Journal of Relationship Marketing*, *17*(1), 17–28. https://doi.org/10.1080/15332667.2018.1440137

Higgins, E. T., & Scholer, A. A. (2009). Engaging the consumer: The science and art of the value creation process. *Journal of Consumer Psychology*, *19*(2), 100–114. https://doi.org/10.1016/j.jcps.2009.02.002

Hilton, T., Hughes, T., & Chalcraft, D. (2012). Service co-creation and value realisation. *Journal of Marketing Management*, *28*(13–14), 1504–1519. https://doi.org/10.1080/0267257X.2012.736874

Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (2016). Retrospective: tracking service failures and employee recovery efforts. *Journal of Services Marketing*, *30*(1), 7–10. https://doi.org/10.1108/JSM-10-2015-0316

Hollebeek, L. D. (2011). Demystifying customer brand engagement: Exploring the loyalty nexus. *Journal of Marketing Management*, *27*(7–8), 785–807. https://doi.org/10.1080/0267257X.2010.500132

Hollebeek, L. D., Conduit, J., & Brodie, R. J. (2016). Strategic drivers, anticipated and unanticipated outcomes of customer engagement. *Journal of Marketing Management*, *32*(5–6), 393–398. https://doi.org/10.1080/0267257X.2016.1144360

Holtom, B. C., & Burch, T. C. (2016). A model of turnover-based disruption in customer services. *Human Resource Management Review*, *26*(1), 25–36. https://doi.org/10.1016/j.hrmr.2015.09.004

Hong, N., Le, P., Hau, N., & Ngoc, P. (2021). The dual outcomes of frontliner's autonomous motivation and deep acting in service co - creation : a dyadic approach. *Service Business*, *0123456789*. https://doi.org/10.1007/s11628-021-00473-6

Hoyer, W. D., Chandy, R., Dorotic, M., Krafft, M., & Singh, S. S. (2010). Consumer Cocreation in New Product Development. *Journal of Service Research*, *13*(3), 283–296. https://doi.org/10.1177/1094670510375604

Hu, L. T., Bentler, P. M., & Hoyle, R. H. (1995). Structural equation modeling: Concepts, issues, and applications. *Evaluating Model Fit*, *54*, 76–99

Huberman, B. A., Romero, D. M., & Wu, F. (2008). Crowdsourcing, Attention and Productivity. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.1266996

Huhtilainen, L., & Savitskaya, I. (2012). Contract process capabilities in co-creation settings. *The International Society for Professional Innovation Management (ISPIM)*, 1.

Hur, W. M., Moon, T. W., & Kim, H. (2020). When does customer CSR perception lead to customer extra-role behaviors? The roles of customer spirituality and emotional brand attachment. *Journal of Brand Management*, *27*(4), 421–437. https://doi.org/10.1057/s41262-020-00190-x

Iacobucci, D. (2009). Everything you always wanted to know about SEM (structural equations modeling) but were afraid to ask. *Journal of Consumer Psychology*, *19*(4), 673–680. https://doi.org/10.1016/j.jcps.2009.09.002

Ind, N., & Coates, N. (2013). The meanings of co-creation. *European Business Review*, *25*(1), 86–95. https://doi.org/10.1108/09555341311287754

Ind, N., Iglesias, O., & Schultz, M. (2013). Building Brands Together: Emergence and Outcomes of Co-Creation. *California Management Review*, *55*(3), 5–26. https://doi.org/10.1525/cmr.2013.55.3.5

Ind, N., & Schmidt, H. J. (2020). *Co-creating brands: Brand management from a co-creative perspective*. Bloomsbury Publishing.

Jaakkola, E., & Alexander, M. (2014). The Role of Customer Engagement Behavior in Value Co-Creation: A Service System Perspective. *Journal of Service Research*, *17*(3), 247–261. https://doi.org/10.1177/1094670514529187

Jacob, S., Schiffino, N., & Biard, B. (2018). The mystery shopper: a tool to measure public service delivery? *International Review of Administrative Sciences*, *84*(1), 164–184. https://doi.org/10.1177/0020852315618018

J.C. Nunnally, I. H. B. (1994). Psychometric theory.

Jin, D., DiPietro, R. B., Kim, K. (Kathy), Meng, F., & Torres, E. N. (2023). An interactive service recovery framework combining demand and supply approaches. *International Journal of Hospitality Management*, *109*, 103413. https://doi.org/10.1016/j.ijhm.2022.103413

Jin, D., Nicely, A., Fan, A., & Adler, H. (2019). Joint effect of service recovery types and times on customer satisfaction in lodging. *Journal of Hospitality and Tourism Management*, *38*, 149–158. https://doi.org/10.1016/j.jhtm.2019.01.005

Johnston, R., & Kong, X. (2011). The customer experience: a road-map for improvement. *Managing Service Quality: An International Journal*, *21*(1), 5–24. https://doi.org/10.1108/09604521111100225

Johnston, R., & Michel, S. (2008). Three outcomes of service recovery. *International Journal of Operations & Production Management*, *28*(1), 79–99. https://doi.org/10.1108/01443570810841112

Kang, J., & Hustvedt, G. (2014). Building Trust Between Consumers and Corporations: The Role of Consumer Perceptions of Transparency and Social Responsibility. *Journal of Business Ethics*, *125*(2), 253–265. https://doi.org/10.1007/s10551-013-1916-7

Kang, J. Y. M. (2014). Repurchase loyalty for customer social co-creation e-marketplaces. *Ournal of Fashion Marketing and Management*.

Kaplowitz, M. D. (2000). Statistical Analysis of Sensitive Topics in Group and Individual Interviews. *Quality and Quantity*, *34*(4), 419–431.

Karatepe, O. M. (2006). Customer complaints and organizational responses: the effects of complainants' perceptions of justice on satisfaction and loyalty. *International Journal of Hospitality Management*, *25*(1), 69–90. https://doi.org/10.1016/j.ijhm.2004.12.008

Keng, C., Huang, T., Zheng, L., & Hsu, M. K. (2007). Modeling service encounters and customer experiential value in retailing. *International Journal of Service Industry Management*, *18*(4), 349–367. https://doi.org/10.1108/09564230710778137

Khanagha, S., Volberda, H., & Oshri, I. (2017). Customer Co-Creation and Exploration of Emerging Technologies: The Mediating Role of Managerial Attention and Initiatives. *Long Range Planning*, *50*(2), 221–242. https://doi.org/10.1016/j.lrp.2015.12.019

Khitous, F., Strozzi, F., Urbinati, A., & Alberti, F. (2020). A Systematic Literature Network Analysis of Existing Themes and Emerging Research Trends in Circular Economy. *Sustainability*, *12*(4), 1633. https://doi.org/10.3390/su12041633

Kim, H. Y., & Kwon, Y. J. (2017). Blurring production-consumption boundaries: Making my own luxury bag. *Journal of Business Research*, *74*, 120–125. https://doi.org/10.1016/j.jbusres.2016.10.022

Kim, K. (Anthony), Byon, K. K., & Baek, W. (2020). Customer-to-customer value co-creation and co-destruction in sporting events. The Service Industries Journal, 40, 633-655. https://doi.org/10.1080/02642069.2019.1586887

Kim, M., Yin, X., & Lee, G. (2020). The effect of CSR on corporate image, customer citizenship behaviors, and customers' long-term relationship orientation. *International Journal of Hospitality Management*, *88*, 102520. https://doi.org/10.1016/j.ijhm.2020.102520

Kim, T. (Terry), Kim, W. G., & Kim, H.-B. (2009). The effects of perceived justice on recovery satisfaction, trust, word-of-mouth, and revisit intention in upscale hotels. *Tourism Management*, *30*(1), 51–62. https://doi.org/10.1016/j.tourman.2008.04.003

Kim, Y., & Slotegraaf, R. J. (2016). Brand-embedded interaction: a dynamic and personalized interaction for co-creation. *Marketing Letters*, *27*(1), 183–193. https://doi.org/10.1007/s11002-015-9361-2

Knowles, S. E., Allen, D., Donnelly, A., Flynn, J., Gallacher, K., Lewis, A., McCorkle, G., Mistry, M., Walkington, P., & Drinkwater, J. (2021). More than a method: trusting relationships, productive tensions, and two-way learning as mechanisms of authentic co-production. *Research Involvement and Engagement*, *7*(1), 34. https://doi.org/10.1186/s40900-021-00262-5

Koc, E. (2019). Service failures and recovery in hospitality and tourism: a review of literature and recommendations for future research. *Journal of Hospitality Marketing & Management*, *28*(5), 513–537. https://doi.org/10.1080/19368623.2019.1537139

Koc, E., Ulukoy, M., Kilic, R., Yumusak, S., & Bahar, R. (2017). The influence of customer participation on service failure perceptions. *Total Quality Management & Business Excellence*, *28*(3–4), 390–404. https://doi.org/10.1080/14783363.2015.1090290

Komunda, M., & Osarenkhoe, A. (2012). Remedy or cure for service failure? *Business Process Management Journal*, *18*(1), 82–103. https://doi.org/10.1108/14637151211215028

Kotler, P. (1994). *arketing management, analysis, planning, implementation, and control* (8th ed.). Prentice Hall, Englewood Cliffs.

Kristensson, P., Matthing, J., & Johansson, N. (2008). Key strategies for the successful involvement of customers in the co-creation of new technology-based services.

International Journal of Service Industry Management, *19*(4), 474–491. https://doi.org/10.1108/09564230810891914

Kumar, V. (2013). *Profitable customer engagement: Concept, metrics and strategies*. SAGE.

Kuo, Y.-F., & Wu, C.-M. (2012). Satisfaction and post-purchase intentions with service recovery of online shopping websites: Perspectives on perceived justice and emotions. *International Journal of Information Management*, *32*(2), 127–138. https://doi.org/10.1016/j.ijinfomgt.2011.09.001

Kussusanti, S., Tjiptoherijanto, P., Halim, R. E., & Furinto, A. (2019). Informational Justice and Post-recovery Satisfaction in E-Commerce: The Role of Service Failure Severity on Behavioral Intentions. *The Journal of Asian Finance, Economics and Business*, *6*(1), 129–139. https://doi.org/10.13106/jafeb.2019.vol6.no1.129

La, S., & Choi, B. (2019). Perceived justice and CSR after service recovery. *Journal of Services Marketing*, *33*(2), 206–219. https://doi.org/10.1108/JSM-10-2017-0342

Ladeira, W. J., Santini, F. de O., Araujo, C. F., & Sampaio, C. H. (2016). A Meta-Analysis of the Antecedents and Consequences of Satisfaction in Tourism and Hospitality. *Journal of Hospitality Marketing & Management*, *25*(8), 975–1009. https://doi.org/10.1080/19368623.2016.1136253

Ladhari, R., Brun, I., & Morales, M. (2008). Determinants of dining satisfaction and post-dining behavioral intentions. *International Journal of Hospitality Management*, *27*(4), 563–573. https://doi.org/10.1016/j.ijhm.2007.07.025

Lagorio, A., Pinto, R., & Golini, R. (2016). Research in urban logistics: a systematic literature review. *International Journal of Physical Distribution & Logistics Management*, *46*(10), 908–931. https://doi.org/10.1108/IJPDLM-01-2016-0008

Lambert, D. M., & Enz, M. G. (2012). Managing and measuring value co-creation in business-to-business relationships. *Journal of Marketing Management*, *28*(13–14), 1588–1625. https://doi.org/10.1080/0267257X.2012.736877

Laud, G., & Karpen, I. O. (2017). Value co-creation behaviour – role of embeddedness and outcome considerations. *Journal of Service Theory and Practice*, *27*(4), 778–807. https://doi.org/10.1108/JSTP-04-2016-0069

Lee, Y. L., Sparks, B., & Butcher, K. (2013). Service encounters and face loss: Issues of failures, fairness, and context. *International Journal of Hospitality Management*, *34*, 384–393. https://doi.org/10.1016/j.ijhm.2012.12.001

Leeflang, P. (2011). Paving the way for "distinguished marketing." *International Journal of Research in Marketing*, *28*(2), 76–88. https://doi.org/10.1016/j.ijresmar.2011.02.004

Leonidou, C. N., Katsikeas, C. S., & Morgan, N. A. (2013). "Greening" the marketing mix: Do firms do it and does it pay off? *Journal of the Academy of Marketing Science*, *41*, 151–170.

Lin, W.-B. (2010). Relevant factors that affect service recovery performance. *The Service Industries Journal*, *30*(6), 891–910. https://doi.org/10.1080/02642060801935739

Liu, H., Jayawardhena, C., Dibb, S., & Ranaweera, C. (2019). Examining the trade-off between compensation and promptness in eWOM-triggered service recovery: A restorative justice perspective. *Tourism Management*, *75*, 381–392. https://doi.org/10.1016/j.tourman.2019.05.008

Lu, Z., Mattila, A., & Liu, S. Q. (2021). When customers like preferential recovery (and when not)? *Annals of Tourism Research*, *87*, 103135. https://doi.org/10.1016/j.annals.2020.103135

Luo, A., Guchait, P., Lee, L., & Madera, J. M. (2019). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management*, *77*, 31–39. https://doi.org/10.1016/j.ijhm.2018.06.011

Lusch, R. F., & Nambisan, S. (2015). Service Innovation: A Service-Dominant Logic Perspective. *MIS Quarterly*, *39*(1), 155–175. https://doi.org/10.25300/MISQ/2015/39.1.07

Lusch, R. F., & Vargo, S. L. (2006). Service-dominant logic: reactions, reflections and refinements. *Marketing Theory*, *6*(3), 281–288. https://doi.org/10.1177/1470593106066781

Lusch, R. F., Vargo, S. L., & O'Brien, M. (2007). Competing through service: Insights from service-dominant logic. *Journal of Retailing*, *83*(1), 5–18. https://doi.org/10.1016/j.jretai.2006.10.002

Luu, T. T. (2019). CSR and Customer Value Co-creation Behavior: The Moderation Mechanisms of Servant Leadership and Relationship Marketing Orientation. *Journal of Business Ethics*, *155*(2), 379–398. https://doi.org/10.1007/s10551-017-3493-7

Lynn, G. S., & Akgün, A. E. (2003). Launch Your New Products/Services Better, Faster. *Research-Technology Management*, *46*(3), 21–26. https://doi.org/10.1080/08956308.2003.11671562

Magnini, V. P., Ford, J. B., Markowski, E. P., & Honeycutt, E. D. (2007). The service recovery paradox: justifiable theory or smoldering myth? *Journal of Services Marketing*, *21*(3), 213–225. https://doi.org/10.1108/08876040710746561

Mahr, D., Lievens, A., & Blazevic, V. (2014). The Value of Customer Cocreated Knowledge during the Innovation Process. *Journal of Product Innovation Management*, *31*(3), 599–615. https://doi.org/10.1111/jpim.12116

Markovic, S., Koporcic, N., Arslanagic-Kalajdzic, M., Kadic-Maglajlic, S., Bagherzadeh, M., & Islam, N. (2021). Business-to-business open innovation: COVID-19 lessons for small and medium-sized enterprises from emerging markets. *Technological Forecasting and Social Change*, *170*, 120883. https://doi.org/10.1016/j.techfore.2021.120883

Martin, C. L. (2016). Retrospective: compatibility management: customer-to-customer relationships in service environments. *Journal of Services Marketing*, *30*(1), 11–15. https://doi.org/10.1108/JSM-10-2015-0319

Martini, A., Massa, S., & Testa, S. (2014). Customer co-creation projects and social media: The case of Barilla of Italy. *Business Horizons*, *57*(3), 425–434. https://doi.org/10.1016/j.bushor.2014.02.003

Mathwick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: conceptualization, measurement and application in the catalog and Internet shopping environment☆11☆This article is based upon the first author's doctoral dissertation completed while at Georgia Institute of Technology. *Journal of Retailing*, *77*(1), 39–56. https://doi.org/10.1016/S0022-4359(00)00045-2

Matthing, J., Sandén, B., & Edvardsson, B. (2004). New service development: learning from and with customers. *International Journal of Service Industry Management*, *15*(5), 479–498. https://doi.org/10.1108/09564230410564948

Mattila, A. S. (2001). The effectiveness of service recovery in a multi-industry setting. *Journal of Services Marketing*, *15*(7), 583–596. https://doi.org/10.1108/08876040110407509

Maxham, J. G. (2001). Service recovery's influence on consumer satisfaction, positive word-of-mouth, and purchase intentions. *Journal of Business Research*, *54*(1), 11–24. https://doi.org/10.1016/S0148-2963(00)00114-4

Maxham, J. G., & Netemeyer, R. G. (2002). Modeling customer perceptions of complaint handling over time: the effects of perceived justice on satisfaction and intent. *Journal of Retailing*, *78*(4), 239–252. https://doi.org/10.1016/S0022-4359(02)00100-8

Mazhar, M., Ting, D. H., Hussain, A., Nadeem, M. A., Ali, M. A., & Tariq, U. (2022). The Role of Service Recovery in Post-purchase Consumer Behavior During COVID-19: A Malaysian Perspective. *Frontiers in Psychology*, *12*. https://doi.org/10.3389/fpsyg.2021.786603

McColl-Kennedy, J. R., Cheung, L., & Ferrier, E. (2015). Co-creating service experience practices. *Journal of Service Management*, *26*(2), 249–275. https://doi.org/10.1108/JOSM-08-2014-0204

McCollough, M. A., Berry, L. L., & Yadav, M. S. (2000). An Empirical Investigation of Customer Satisfaction after Service Failure and Recovery. *Journal of Service Research*, *3*(2), 121–137. https://doi.org/10.1177/109467050032002

McCracken, G. (1988). The Long Interview Newbury Park. *International Journal of Aging & Human Development*, *48*(3), 175–189.

Melis, G., McCabe, S., Atzeni, M., & Del Chiappa, G. (2023). Collaboration and Learning Processes in Value Co-Creation: A Destination Perspective. *Journal of Travel Research*, *62*(3), 699–716. https://doi.org/10.1177/00472875211070349

Mentzer, J. T., Flint, D. J., & Hult, G. T. M. (2001). Logistics Service Quality as a Segment-Customized Process. *Journal of Marketing*, *65*(4), 82–104. https://doi.org/10.1509/jmkg.65.4.82.18390

Merz, M. A., Zarantonello, L., & Grappi, S. (2018). How valuable are your customers in the brand value co-creation process? The development of a Customer Co-Creation Value (CCCV) scale. *Journal of Business Research, 82*, 79-89. https://doi.org/10.1016/j.jbusres.2017.08.018

Meuter, M. L., Bitner, M. J., Ostrom, A. L., & Brown, S. W. (2005). Choosing among alternative service delivery modes: An investigation of customer trial of self-service technologies. *Journal of Marketing*, *69*(2), 61–83.

Michel, S., Bowen, D., & Johnston, R. (2009). Why service recovery fails. *Journal of Service Management*, *20*(3), 253–273. https://doi.org/10.1108/09564230910964381

Monks, T., Robinson, S., & Kotiadis, K. (2016). Can involving clients in simulation studies help them solve their future problems? A transfer of learning experiment. *European Journal of Operational Research*, *249*(3), 919–930. https://doi.org/10.1016/j.ejor.2015.08.037

Msosa, S. K., & Govender, G. (2020). Assessing the impact of service recovery strategies on procedural justice in higher education institutions. *Eurasian Journal of Business and Management*, *8*(3), 230–239. https://doi.org/10.15604/ejbm.2020.08.03.006

Mubiru, D., & Nyamache, F. (2023). *Leveraging Service Recovery as a Marketing Tool*.

Mubushar, M., Jaafar, N. B., & Rahim, R. A. (2020). The influence of corporate social responsibility activities on customer value co-creation: the mediating role of relationship marketing orientation. *Spanish Journal of Marketing - ESIC*, *24*(3), 309–330. https://doi.org/10.1108/SJME-12-2019-0101

Muñiz, A. M., & Schau, H. J. (2011). How to inspire value-laden collaborative consumer-generated content. *Business Horizons*, *54*(3), 209–217. https://doi.org/10.1016/j.bushor.2011.01.002

Nadiri, H. (2016). Diagnosing the impact of retail bank customers' perceived justice on their service recovery satisfaction and post-purchase behaviours: an empirical study in financial centre of middle east. *Economic Research-Ekonomska Istraživanja*, *29*(1), 193–216. https://doi.org/10.1080/1331677X.2016.1164925

Nadiri, H., & Tanova, C. (2016). What Factors Influence Employee Service Recovery Performance and What Are the Consequences in Health Care? *Quality Management in Health Care*, *25*(3), 162–175. https://doi.org/10.1097/QMH.0000000000000104

Nambisan, S., & Nambisan, P. (2008). How to profit from a better virtual customer environment. *IT Sloan Management Review*, *49*(3), 53.

Nassar-McMillan, S. C., & Borders, L. D. (2002). Use of focus groups in survey item development. *The Qualitative Report*, *7*(1), 1–12.

Nätti, S., Pekkarinen, S., Hartikka, A., & Holappa, T. (2014). The intermediator role in value co-creation within a triadic business service relationship. *Industrial Marketing Management*, *43*(6), 977–984. https://doi.org/10.1016/j.indmarman.2014.05.010

Nenonen, S., Storbacka, K., & Windahl, C. (2019). Capabilities for market-shaping: triggering and facilitating increased value creation. *Journal of the Academy of Marketing Science*, *47*(4), 617–639. https://doi.org/10.1007/s11747-019-00643-z

Ng, I. C., Nudurupati, S. S., & Tasker, P. (2010). Value co-creation in the delivery of outcome-based contracts for business-to-business service.

Nickson, D., Warhurst, C., Commander, J., Hurrell, S. A., & Cullen, A. M. (2012). Soft skills and employability: Evidence from UK retail. *Economic and Industrial Democracy*, *33*(1), 65–84. https://doi.org/10.1177/0143831X11427589

Noble, C. H., & Mokwa, M. P. (1999). Implementing Marketing Strategies: Developing and Testing a Managerial Theory. *Journal of Marketing*, *63*(4), 57–73. https://doi.org/10.1177/002224299906300406

Nohutlu, Z. D., Englis, B. G., Groen, A. J., & Constantinides, E. (2022). Customer cocreation experience in online communities: antecedents and outcomes. *European Journal of Innovation Management*, *25*(2), 630–659. https://doi.org/10.1108/EJIM-08-2020-0313

Normann, R., & R. R. (1998). *Designing Interactive Strategy: From Value Chain to Value Constellation* (2nd ed.). John Wiley & Sons.

OHern, M. S., & Rindfleisch, A. (2010). Customer Co-Creation (pp. 84–106). https://doi.org/10.1108/S1548-6435(2009)0000006008

Ok, C., Back, K.-J., & Shanklin, C. W. (2005). Modeling Roles of Service Recovery Strategy: A Relationship-Focused View. *Journal of Hospitality & Tourism Research*, *29*(4), 484–507. https://doi.org/10.1177/1096348005276935

Olson, E. D., & Ro, H. (2020). Company Response to Negative Online Reviews: The Effects of Procedural Justice, Interactional Justice, and Social Presence. *Cornell Hospitality Quarterly*, *61*(3), 312–331. https://doi.org/10.1177/1938965519892902

Omar, N. A., Kassim, A. S., Mohd-Ramly, S., Nazri, M. A., Alam, S. S., & Senik, Z. C. (2018). How Buyer Relationship Influences Value Co-Creation: The Moderating Role of Personality Traits. *International Journal of Business & Management Science*, *8*(2).

Orcik, A., Tekic, Z., & Anisic, Z. (2013). Customer Co-Creation throughout the Product Life Cycle. *International Journal of Industrial Engineering and Management (IJIEM)*, *4*(1), 43–49. www.iim.ftn.uns.ac.rs/ijiem_journal.php

Orsingher, C., Valentini, S., & de Angelis, M. (2010). A meta-analysis of satisfaction with complaint handling in services. *Journal of the Academy of Marketing Science*, *38*(2), 169–186. https://doi.org/10.1007/s11747-009-0155-z

Osei-Frimpong, K., Wilson, A., & Owusu-Frimpong, N. (2015). Service experiences and dyadic value co-creation in healthcare service delivery: a CIT approach. *Journal of Service Theory and Practice*, *25*(4), 443–462. https://doi.org/10.1108/JSTP-03-2014-0062

Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., Demirkan, H., & Rabinovich, E. (2010). Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research*, *13*(1), 4–36. https://doi.org/10.1177/1094670509357611

Padma, P., & Ahn, J. (2020). Guest satisfaction & dissatisfaction in luxury hotels: An application of big data. *International Journal of Hospitality Management*, *84*, 102318. https://doi.org/10.1016/j.ijhm.2019.102318

Park, J., & Ha, S. (2016). Co-creation of service recovery: Utilitarian and hedonic value and post-recovery responses. *Journal of Retailing and Consumer Services*, *28*, 310–316. https://doi.org/10.1016/j.jretconser.2015.01.003

Park, J. Y. (2012). Design process excludes users: the co-creation activities between user and designer. *Digital Creativity*, *23*(1), 79–92. https://doi.org/10.1080/14626268.2012.658814

Patterson, P. G., Cowley, E., & Prasongsukarn, K. (2006). Service failure recovery: The moderating impact of individual-level cultural value orientation on perceptions of justice. *International Journal of Research in Marketing*, *23*(3), 263–277. https://doi.org/10.1016/j.ijresmar.2006.02.004

Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, *36*(1), 83–96. https://doi.org/10.1007/s11747-007-0070-0

Peng, B., Wang, Y., Zahid, S., Wei, G., & Elahi, E. (2020). Platform ecological circle for cold chain logistics enterprises: the value co-creation analysis. *Industrial Management & Data Systems*, *120*(4), 675–691. https://doi.org/10.1108/IMDS-10-2019-0531

Pengman, H., Melan, M., & Hanan, S. A. (2022). *A review on the role of logistics service providers in global supply chain towards competitive advantage*. 030014. https://doi.org/10.1063/5.0104078

Pera, R. (2017). Empowering the new traveller: storytelling as a co-creative behaviour in tourism. *Current Issues in Tourism*, *20*(4), 331–338. https://doi.org/10.1080/13683500.2014.982520

Piller, F. , I. C. , & V. A. (2011). Customer co-creation: Open innovation with customers. In *V. Wittke & H. Hanekop, New forms of collaboration and Innovation in Internet* (pp. 31–63).

Piller, F. T., Ihl, C., & Vossen, A. (2010). A Typology of Customer Co-Creation in the Innovation Process. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.1732127

Pinho, N., Beirão, G., Patrício, L., & P. Fisk, R. (2014). Understanding value co-creation in complex services with many actors. *Journal of Service Management*, *25*(4), 470–493. https://doi.org/10.1108/JOSM-02-2014-0055

Plé, L., & Chumpitaz Cáceres, R. (2010). Not always co-creation: introducing interactional co-destruction of value in service-dominant logic. *Journal of Services Marketing*, *24*(6), 430–437. https://doi.org/10.1108/08876041011072546

Plé, L., & Lecocq, X. (2015). Customers as creative resources: their influence on firm freedom. *Journal of Business Strategy*, *36*(4), 11–22. https://doi.org/10.1108/JBS-05-2014-0051

Porter, M. E. (1980). Competitive Strategy: Techniques for Analyzing Industries and Competitors. *Competitive Strategy. New York: Free*.

Prahalad, C. K., & Ramaswamy, V. (2000). Opting Customer Competence. *Harvard Business Review*, *78*(1), 79–90.

Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*, *18*(3), 5–14. https://doi.org/10.1002/dir.20015

Prahalad, C., & Ramaswamy, V. (2000). Co-opting customer competence. *Harvard Business Review*, *78*(1), 78–90.

Prebensen, N. K., & Xie, J. (2017). Efficacy of co-creation and mastering on perceived value and satisfaction in tourists' consumption. *Tourism Management*, *60*, 166–176. https://doi.org/10.1016/j.tourman.2016.12.001

Priluck, R. (2003). Relationship marketing can mitigate product and service failures. *Journal of Services Marketing*, *17*(1), 37–52. https://doi.org/10.1108/08876040310461264

Rajah E., Marshall R., & Nam, I. (2008). Relationship Glue: Customers and Marketers Co-Creating a Purchase Experience. *Advances in Consumer Research*, *35*, 367–373.

Ramaswamy, V. (2011). Co-Creating Development. *Development Outreach*, *13*(2), 38–43. https://doi.org/10.1596/1020-797X_13_2_38

Ramaswamy, V., & Gouillart, F. (2010). *The power of co-creation: Build it with them to boost growth*. https://doi.org/10.1111/jpim.12312

Randall, W. S., Gravier, M. J., & Prybutok, V. R. (2011). Connection, trust, and commitment: dimensions of co-creation? *Journal of Strategic Marketing*, *19*(1), 3–24. https://doi.org/10.1080/0965254X.2010.537760

Randhawa, K., Wilden, R., & Hohberger, J. (2016). A bibliometric review of open innovation: setting a research agenda. *Journal of Product Innovation Management, 33*(6), 750-772

Rashid, Y., Waseem, A., Akbar, A. A., & Azam, F. (2019). Value co-creation and social media. *European Business Review*, *31*(5), 761–784. https://doi.org/10.1108/EBR-05-2018-0106

Reichenberger, I. (2017). C2C value co-creation through social interactions in tourism. *International Journal of Tourism Research*, *19*(6), 629–638. https://doi.org/10.1002/jtr.2135

Reichheld, F. F., & Sasser, W. E. (1990). Zero defections: quality comes to services (5th ed., Vol. 68).

Rihova, I., Buhalis, D., Gouthro, M. B., & Moital, M. (2018). Customer-to-customer co-creation practices in tourism: Lessons from Customer-Dominant logic. *Tourism Management*, *67*, 362–375. https://doi.org/10.1016/j.tourman.2018.02.010

Rihova, I., Buhalis, D., Moital, M., & Beth Gouthro, M. (2013). Social layers of customer-to-customer value co-creation. *Journal of Service Management*, *24*(5), 553–566. https://doi.org/10.1108/JOSM-04-2013-0092

Rihova, I., Buhalis, D., Moital, M., & Gouthro, M.-B. (2015). Conceptualising Customer-to-customer Value Co-creation in Tourism. *International Journal of Tourism Research*, *17*(4), 356–363. https://doi.org/10.1002/jtr.1993

Roberts, Deborah. L., Palmer, R., & Hughes, M. (2022). Innovating the product innovation process to enable co-creation. *R&D Management*, *52*(3), 484–497. https://doi.org/10.1111/radm.12492

Roggeveen, A. L., Tsiros, M., & Grewal, D. (2012). Understanding the co-creation effect: when does collaborating with customers provide a lift to service recovery? *Journal of the Academy of Marketing Science*, *40*(6), 771–790. https://doi.org/10.1007/s11747-011-0274-1

Rokka, J. (2021). Consumer Culture Theory's future in marketing. *Journal of Marketing Theory and Practice*, *29*(1), 114–124. https://doi.org/10.1080/10696679.2020.1860685

Romero, D., & Molina, A. (2011). Collaborative networked organisations and customer communities: value co-creation and co-innovation in the networking era. *Production Planning & Control*, *22*(5–6), 447–472. https://doi.org/10.1080/09537287.2010.536619

Roschk, H., & Kaiser, S. (2013). The nature of an apology: An experimental study on how to apologize after a service failure. *Marketing Letters*, *24*, 293–309.

Roser, T., DeFillippi, R., & Samson, A. (2013). Managing your co-creation mix: co-creation ventures in distinctive contexts. *European Business Review*, *25*(1), 20–41. https://doi.org/10.1108/09555341311287727

Roser, T., Samson, A., Humphreys, P., & Cruz-Valdivieso, E. (2009). Co-creation: new pathways to value: an overview. *Promise & LSE Enterprise*.

Rothwell, R., Freeman, C., Horlsey, A., Jervis, V. T. P., Robertson, A. B., & Townsend, J. (1974). SAPPHO updated - project SAPPHO phase II. *Research Policy*, *3*(3), 258–291. https://doi.org/10.1016/0048-7333(74)90010-9

Rust, R. T. (2020). The future of marketing. *International Journal of Research in Marketing*, *37*(1), 15–26. https://doi.org/10.1016/j.ijresmar.2019.08.002

Saad Andaleeb, S., & Conway, C. (2006). Customer satisfaction in the restaurant industry: an examination of the transaction-specific model. *Journal of Services Marketing*, *20*(1), 3–11. https://doi.org/10.1108/08876040610646536

Saarijärvi, H. (2012). The mechanisms of value co-creation. *Journal of Strategic Marketing*, *20*(5), 381–391. https://doi.org/10.1080/0965254X.2012.671339

Saarijärvi, H., Kannan, P. K., & Kuusela, H. (2013). Value co-creation: theoretical approaches and practical implications. *European Business Review*, *25*(1), 6–19. https://doi.org/10.1108/09555341311287718

Santos-Vijande, M. L., López-Sánchez, J. Á., & Pascual-Fernández, P. (2018). Co-creation with clients of hotel services: the moderating role of top management support. *Current Issues in Tourism*, *21*(3), 301–327. https://doi.org/10.1080/13683500.2015.1078781

Sarkar Sengupta, A., Balaji, M. S., & Krishnan, B. C. (2015). How customers cope with service failure? A study of brand reputation and customer satisfaction. *Journal of Business Research*, *68*(3), 665–674. https://doi.org/10.1016/j.jbusres.2014.08.005

Schau, H. J., Muñiz, A. M., & Arnould, E. J. (2009). How Brand Community Practices Create Value. *Journal of Marketing*, *73*(5), 30–51. https://doi.org/10.1509/jmkg.73.5.30

Seiders, K., Flynn, A. G., Berry, L. L., & Haws, K. L. (2015). Motivating Customers to Adhere to Expert Advice in Professional Services. *Journal of Service Research*, *18*(1), 39–58. https://doi.org/10.1177/1094670514539567

Seraj, M. (2012). We Create, We Connect, We Respect, Therefore We Are: Intellectual, Social, and Cultural Value in Online Communities. *Journal of Interactive Marketing*, *26*(4), 209–222. https://doi.org/10.1016/j.intmar.2012.03.002

Sfeir C.J. (2018, April). The impact of student participation on student satisfaction: an empirical study. *31st International Business Information Management Association Conference, IBIMA*.

Shah, T. R. (2018). Conceptualising the framework for effectiveness of customer value co-creation in service innovation. *International Journal of Services and Operations Management*, *31*(1), 121. https://doi.org/10.1504/IJSOM.2018.094185

Shamim, A., & Ghazali, Z. (2014). A Conceptual Model for Developing Customer Value Co-Creation Behaviour in Retailing. *Lobal Business & Management Research*, *6*(3).

Shamim, A., Ghazali, Z., & Albinsson, P. A. (2016). An integrated model of corporate brand experience and customer value co-creation behaviour. *International Journal of Retail & Distribution Management*, *44*(2), 139–158. https://doi.org/10.1108/IJRDM-06-2015-0079

Sharma, P., Jain, K., Kingshott, R. P. J., & Ueno, A. (2020). Customer engagement and relationships in multi-actor service ecosystems. *Journal of Business Research*, *121*, 487–494. https://doi.org/10.1016/j.jbusres.2020.07.031

Sherbourne, C. D., & Stewart, A. L. (1991). The MOS social support survey. *Social Science & Medicine*, *32*(6), 705–714. https://doi.org/10.1016/0277-9536(91)90150-B

Shin, H. (2019). Mystery Shopping and Well-Being of Service Workers in South Korea. *Safety and Health at Work*, *10*(4), 476–481. https://doi.org/10.1016/j.shaw.2019.10.001

Simons, T., McLean Parks, J., & Tomlinson, E. C. (2018). The Benefits of Walking Your Talk: Aggregate Effects of Behavioral Integrity on Guest Satisfaction, Turnover, and Hotel Profitability. *Cornell Hospitality Quarterly*, *59*(3), 257–274. https://doi.org/10.1177/1938965517735908

Singh, J., & Crisafulli, B. (2016). Managing online service recovery: procedures, justice and customer satisfaction. *Journal of Service Theory and Practice*, *26*(6), 764–787. https://doi.org/10.1108/JSTP-01-2015-0013

Sleilati, E. B., & Sfeir, C. J. (2021). The Impact of Value Co-Creation Behaviour within the Social Media Context. *Asian Journal of Business and Accounting*, *14*(1), 33–58.

Smith, A. K., Bolton, R. N., & Wagner, J. (1999). A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of Marketing Research*, *36*(3), 356–372. https://doi.org/10.1177/002224379903600305

Sohail, M. S., & Al-Jabri, I. (2017). *Evolving factors influencing consumers' attitudes toward social media marketing and its impact on social media usage*. 1–25.

Sonnentag, S. (2018). The recovery paradox: Portraying the complex interplay between job stressors, lack of recovery, and poor well-being. *Research in Organizational Behavior*, *38*, 169–185. https://doi.org/10.1016/j.riob.2018.11.002

Sparks, B. A., & McColl-Kennedy, J. R. (2001). Justice strategy options for increased customer satisfaction in a services recovery setting. *Journal of Business Research*, *54*(3), 209–218. https://doi.org/10.1016/S0148-2963(00)00120-X

Stephens, N., & Gwinner, K. P. (1998). Why Don't Some People Complain? A Cognitive-Emotive Process Model of Consumer Complaint Behavior. *Journal of the Academy of Marketing Science*, *26*(3), 172–189. https://doi.org/10.1177/0092070398263001

Stewart, D., Barnes, J., Cudeck, R., Cote, J., & Malthouse, E. (2001). Factor analysis. *Journal of Consumer Psychology*, *10*, 75–82.

Stott, R. N., Stone, M., & Fae, J. (2016). Business models in the business-to-business and business-to-consumer worlds – what can each world learn from the other? *Journal of Business & Industrial Marketing*, *31*(8), 943–954. https://doi.org/10.1108/JBIM-10-2016-267

Sugathan, P., & Ranjan, K. R. (2019). Co-creating the tourism experience. *Journal of Business Research*, *100*, 207–217. https://doi.org/10.1016/j.jbusres.2019.03.032

Sugathan, P., Ranjan, K. R., & Mulky, A. G. (2017). Atypical Shifts Post-failure: Influence of Co-creation on Attribution and Future Motivation to Co-create. *Journal of Interactive Marketing*, *38*, 64–81. https://doi.org/10.1016/j.intmar.2017.01.002

Susskind, A. M. (2005). A Content Analysis of Consumer Complaints, Remedies, and Repatronage Intentions Regarding Dissatisfying Service Experiences. *Journal of Hospitality & Tourism Research*, *29*(2), 150–169. https://doi.org/10.1177/1096348004273426

Sweeney, J. C., Danaher, T. S., & McColl-Kennedy, J. R. (2015). Customer Effort in Value Cocreation Activities. *Journal of Service Research*, *18*(3), 318–335. https://doi.org/10.1177/1094670515572128

Syahrial, E., Suzuki, H., & Schvaneveldt, S. J. (2019). The impact of serviceability-oriented dimensions on after-sales service cost and customer satisfaction. *Total Quality Management & Business Excellence*, *30*(11–12), 1257–1281. https://doi.org/10.1080/14783363.2017.1365595

Syvertsen, C. M. (2012). Towards the Business Federation in Top Management Consulting in Europe: The Role of Co-creation. *International Business Research*, *5*(3). https://doi.org/10.5539/ibr.v5n3p16

Szymanski, D. M., & Henard, D. H. (2001). Customer Satisfaction: A Meta-Analysis of the Empirical Evidence. *Journal of the Academy of Marketing Science*, *29*(1), 16–35. https://doi.org/10.1177/009207030102900102

Tajvidi, M., Wang, Y., Hajli, N., & Love, P. E. D. (2021). Brand value Co-creation in social commerce: The role of interactivity, social support, and relationship quality. *Computers in Human Behavior*, *115*, 105238. https://doi.org/10.1016/j.chb.2017.11.006

Tanford, S. (2016). Antecedents and Outcomes of Hospitality Loyalty. *Cornell Hospitality Quarterly*, *57*(2), 122–137. https://doi.org/10.1177/1938965516640121

Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *MIT Sloan Management Review*.

Teng, H. Y., & Tsai, C. H. (2020). Can tour leader likability enhance tourist value co-creation behaviors? The role of attachment. *Journal of Hospitality and Tourism Management*, *45*(August), 285–294. https://doi.org/10.1016/j.jhtm.2020.08.018

Tierney, S., Burns, J., & Kilbey, E. (2016). Looking behind the mask: Social coping strategies of girls on the autistic spectrum. *Research in Autism Spectrum Disorders*, *23*, 73–83. https://doi.org/10.1016/j.rasd.2015.11.013

Todd, Z. (2004). *Mixing methods in psychology: The integration of qualitative and quantitative methods in theory and practice*. Psychology press.

Trainor, K. J. (2012). Relating Social Media Technologies to Performance: A Capabilities-Based Perspective. *Journal of Personal Selling & Sales Management*, *32*(3), 317–331. https://doi.org/10.2753/PSS0885-3134320303

Tran, T. B. H., & Vu, A. D. (2021). From customer value co-creation behaviour to customer perceived value. *Journal of Marketing Management*, 1–34.

Trischler, J., Pervan, S. J., & Scott, D. R. (2017). Exploring the "black box" of customer co-creation processes. *Journal of Services Marketing*, *31*(3), 265–280. https://doi.org/10.1108/JSM-03-2016-0120

Tsai, W. H. (1998). Quality cost measurement under activity-based costing. *International Journal of Quality & Reliability Management*, *15*(7), 719–752.

Tuan, L. T., Rajendran, D., Rowley, C., & Khai, D. C. (2019). Customer value co-creation in the business-to-business tourism context: The roles of corporate social responsibility and customer empowering behaviors. *Journal of Hospitality and Tourism Management*, *39*, 137–149. https://doi.org/10.1016/j.jhtm.2019.04.002

Tuan, N. M. (2022). Customer readiness–customer participation link in e-services. *The Service Industries Journal*, *42*(9–10), 738–769. https://doi.org/10.1080/02642069.2021.1946517

Tynan, C., McKechnie, S., & Chhuon, C. (2010). Co-creating value for luxury brands. *Journal of Business Research*, *63*(11), 1156–1163. https://doi.org/10.1016/j.jbusres.2009.10.012

Tzokas, N., & Saren, M. (1997). Building relationship platforms in consumer markets: a value chain approach. *Journal of Strategic Marketing*, *5*(2), 105–120. https://doi.org/10.1080/096525497346820

Tzokas, N., & Saren, M. (1999). Value Transformation in Relationship Marketing. *Australasian Marketing Journal*, *7*(1), 52–62. https://doi.org/10.1016/S1441-3582(99)70202-8

Ulaga, W., & Chacour, S. (2001). Measuring Customer-Perceived Value in Business Markets. *Industrial Marketing Management*, *30*(6), 525–540. https://doi.org/10.1016/S0019-8501(99)00122-4

Van Vaerenbergh, Y., Hazée, S., & Costers, A. (2018). Customer participation in service recovery: a meta-analysis. *Marketing Letters*, *29*(4), 465–483. https://doi.org/10.1007/s11002-018-9470-9

Van Vaerenbergh, Y., & Orsingher, C. (2016). Service Recovery: An Integrative Framework and Research Agenda. *Academy of Management Perspectives*, *30*(3), 328–346. https://doi.org/10.5465/amp.2014.0143

Vandermerwe, S., & Rada, J. (1998). Servitization of business: adding value by adding services. *European Management Journal*, *6*(4), 314–324.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, *68*(1), 1–17. https://doi.org/10.1509/jmkg.68.1.1.24036

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, *36*(1), 1–10. https://doi.org/10.1007/s11747-007-0069-6

Vargo, S. L., & Lusch, R. F. (2017). Service-dominant logic 2025. *International Journal of Research in Marketing*, *34*(1), 46–67. https://doi.org/10.1016/j.ijresmar.2016.11.001

Vargo, S. L., Maglio, P. P., & Akaka, M. A. (2008). On value and value co-creation: A service systems and service logic perspective. *European Management Journal*, *26*(3), 145–152. https://doi.org/10.1016/j.emj.2008.04.003

Vázquez-Casielles, R., Iglesias, V., & Varela-Neira, C. (2012). Service recovery, satisfaction and behaviour intentions: analysis of compensation and social comparison communication strategies. *The Service Industries Journal*, *32*(1), 83–103. https://doi.org/10.1080/02642069.2010.511187

Vázquez-Casielles, R., Iglesias, V., & Varela-Neira, C. (2017). Co-creation and service recovery process communication: effects on satisfaction, repurchase intentions, and word of mouth. *Service Business*, *11*(2), 321–343. https://doi.org/10.1007/s11628-016-0311-8

Vernette, E., & Kidar, L. H. (2013). Co-creation with Consumers: Who has the Competence and Wants to Cooperate? *International Journal of Market Research*, *55*(4), 539–561. https://doi.org/10.2501/IJMR-2013-047

Walster, E., Berscheid, E., & Walster, G. W. (1973). New directions in equity research. *Journal of Personality and Social Psychology*, *25*(2), 151–176. https://doi.org/10.1037/h0033967

Wang, X., Guchait, P., & Paşamehmetoğlu, A. (2020). Tolerating errors in hospitality organizations: relationships with learning behavior, error reporting and service recovery performance. *International Journal of Contemporary Hospitality Management*, *32*(8), 2635–2655. https://doi.org/10.1108/IJCHM-01-2020-0001

Wang, Y., & Xiang, Z. (2007). Toward a Theoretical Framework of Collaborative Destination Marketing. *Journal of Travel Research*, *46*(1), 75–85. https://doi.org/10.1177/0047287507302384

Wang, Y.-S., Wu, S.-C., Lin, H.-H., & Wang, Y.-Y. (2011). The relationship of service failure severity, service recovery justice and perceived switching costs with customer loyalty in the context of e-tailing. *International Journal of Information Management*, *31*(4), 350–359. https://doi.org/10.1016/j.ijinfomgt.2010.09.001

Weber, K., & Hsu, C. H. (2022). Beyond a single firm and internal focus service failure/recovery: Multiple providers and external service recoveries. *Journal of Travel Research*, *61*(1), 50–63.

Westbrook, R. A. (1980). Intrapersonal Affective Influences on Consumer Satisfaction with Products. *Journal of Consumer Research*, *7*(1), 49. https://doi.org/10.1086/208792

Westbrook, R. A. (1987). Product/Consumption-Based Affective Responses and Postpurchase Processes. *Journal of Marketing Research*, *24*(3), 258–270. https://doi.org/10.1177/002224378702400302

Wikström, S. (1996). Value creation by company-consumer interaction. *Journal of Marketing Management*, *12*(5), 359–374. https://doi.org/10.1080/0267257X.1996.9964422

Wirtz, J. (2018). *Designing Complaint Handling and Service Recovery Strategies* (Vol. 11). World Scientific.

Witell, L., Kristensson, P., Gustafsson, A., & Löfgren, M. (2011). Idea generation: customer co-creation versus traditional market research techniques. *Journal of Service Management*, *22*(2), 140–159. https://doi.org/10.1108/09564231111124190

Wong, C. B., Wong, K. L. K., Wong, M. H., & Chan, E. W. C. (2016). Use of switching barriers to retain customers: Online retail stock traders in Hong Kong. *Journal on Business Review*, *4*(4).

Wu, X., Du, S., & Sun, Y. (2020). E-tailing service recovery and customer satisfaction and loyalty: Does perceived distributive justice matter? *Social Behavior and Personality: An International Journal*, *48*(5), 1–15. https://doi.org/10.2224/sbp.9048

Xie, C., Bagozzi, R. P., & Troye, S. V. (2008). Trying to prosume: Toward a theory of consumers as co-creators of value. *Journal of the Academy of Marketing Science*, *36*(1), 109–122. https://doi.org/10.1007/s11747-007-0060-2

Xie, K., Wu, Y., Xiao, J., & Hu, Q. (2016). Value co-creation between firms and customers: The role of big data-based cooperative assets. *Information & Management*, *53*(8), 1034–1048. https://doi.org/10.1016/j.im.2016.06.003

Xu, Y., Marshall, R., Edvardsson, B., & Tronvoll, B. (2014). Show you care: initiating co-creation in service recovery. *Journal of Service Management*, *25*(3), 369–387. https://doi.org/10.1108/JOSM-11-2012-0253

Xu, Y., Tronvoll, B., & Edvardsson, B. (2014). Recovering service failure through resource integration. *The Service Industries Journal*, *34*(16), 1253–1271. https://doi.org/10.1080/02642069.2014.942652

Xu, Y., Yap, S. F. C., & Hyde, K. F. (2016). Who is talking, who is listening? Service recovery through online customer-to-customer interactions. *Marketing Intelligence & Planning*, *34*(3). https://doi.org/10.1108/MIP-03-2015-0053

Yang, S., Lin, S., Carlson, J. R., & Ross, W. T. (2016). Brand engagement on social media: will firms' social media efforts influence search engine advertising effectiveness? *Journal of Marketing Management*, *32*(5–6), 526–557. https://doi.org/10.1080/0267257X.2016.1143863

Yang, Y., Li, Z., Su, Y., Wu, S., & Li, B. (2019). Customers as Co-Creators: Antecedents of Customer Participation in Online Virtual Communities. *International Journal of Environmental Research and Public Health*, *16*(24), 4998. https://doi.org/10.3390/ijerph16244998

Yao, S., Wang, X., Yu, H., & Guchait, P. (2019). Effectiveness of error management training in the hospitality industry: Impact on perceived fairness and service recovery performance. *International Journal of Hospitality Management*, *79*, 78–88. https://doi.org/10.1016/j.ijhm.2018.12.009

Ye, H. (Jonathan), & Kankanhalli, A. (2020). Value Cocreation for Service Innovation: Examining the Relationships between Service Innovativeness, Customer Participation, and Mobile App Performance. *Journal of the Association for Information Systems*, 294–312. https://doi.org/10.17705/1jais.00602

Yen, C. H., Teng, H. Y., & Tzeng, J. C. (2020). Innovativeness and customer value co-creation behaviors: Mediating role of customer engagement. *International Journal of Hospitality Management*, *88*(March), 102514. https://doi.org/10.1016/j.ijhm.2020.102514

Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, *37*(7), 767–783. https://doi.org/10.1016/j.indmarman.2008.01.005

Yi, Y., & Gong, T. (2013). Customer value co-creation behavior: Scale development and validation. *Journal of Business Research*, *66*(9), 1279–1284. https://doi.org/10.1016/j.jbusres.2012.02.026

Zaid, S., Palilati, A., Madjid, R., & Bua, H. (2021). Impact of service recovery, customer satisfaction, and corporate image on customer loyalty. *Journal of Asian Finance, Economics and Business*, *8*(1), 961–970.

Zeithaml, V. A. (2000). Service Quality, Profitability, and the Economic Worth of Customers: What We Know and What We Need to Learn. *Journal of the Academy of Marketing Science*, *28*(1), 67–85. https://doi.org/10.1177/0092070300281007

Zemke, R., & Bell, C. (1990). Service recovery: Doing it right the second time. *Raining: The Magazine of Human Resources Development*, *27*(6), 42–49.

Zhang, M., & Geng, R. (2019). Empowerment in service recovery: the role of self-regulation process of frontline employee. *Management Decision*, *58*(5), 828–843. https://doi.org/10.1108/MD-10-2018-1073

Zhang, M., & Merunka, D. (2015). The impact of territory of origin on product authenticity perceptions. *Asia Pacific Journal of Marketing and Logistics*, *27*(3), 385–405. https://doi.org/10.1108/APJML-12-2014-0180

Zhu, D. H., Sun, H., & Chang, Y. P. (2016). Effect of social support on customer satisfaction and citizenship behavior in online brand communities: The moderating role of support source. *Journal of Retailing and Consumer Services*, *31*, 287–293. https://doi.org/10.1016/j.jretconser.2016.04.013

Ziaullah, M., Feng, Y., & Akhter, S. N. (2016). How does justice matter in online retailers' reputation and purchase intentions: an empirical study of China. *Behaviour & Information Technology*, 1–10. https://doi.org/10.1080/0144929X.2016.1196503

Zine, P. U., Kulkarni, M. S., Chawla, R., & Ray, A. K. (2014). A Framework for Value Co-creation through Customization and Personalization in the Context of Machine Tool PSS. *Procedia CIRP*, *16*, 32–37. https://doi.org/10.1016/j.procir.2014.01.005

Zoghbi-Manrique-de-Lara, P., Suárez-Acosta, M. A., & Aguiar-Quintana, T. (2014). Hotel Guests' Responses to Service Recovery. *Cornell Hospitality Quarterly*, *55*(2), 152–164. https://doi.org/10.1177/1938965513513348

Zwass, V. (2010). Co-Creation: Toward a Taxonomy and an Integrated Research Perspective. *International Journal of Electronic Commerce*, *15*(1), 11–48. https://doi.org/10.2753/JEC1086-4415150101

Zwick, D., Bonsu, S. K., & Darmody, A. (2008). Putting Consumers to Work. *Journal of Consumer Culture*, *8*(2), 163–196. https://doi.org/10.1177/1469540508090089

Index of tables

Index of figures