

WEB APPENDIX A: IDENTIFICATION & SELECTION OF ARTICLES

We performed an online literature search to identify studies examining organizational responses to service failures. We searched for articles in the various databases (i.e. Web of Science, Emerald Insight, and Science Direct) using the following keywords: ‘service recovery’, ‘service failure’, ‘customer complaining’, ‘customer complaint’, ‘complaint handling’, ‘complaint management’, and ‘customer dissatisfaction’. We also conducted an issue-by-issue search of journals frequently reporting service recovery studies: *Journal of Service Research*, *International Journal of Service Industry Management*/*Journal of Service Management*, *Journal of Services Marketing*, *Journal of Service Theory and Practice*/*Managing Service Quality*, *Service Business*, *Journal of Business Research*, *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, *Journal of Hospitality and Tourism Research*, and *International Journal of Hospitality Management*. Finally, we performed a reference analysis of prominent articles in the literature (e.g. Davidow 2003, Gelbrich and Roschk 2011a; Orsingher, Valentini, and de Angelis 2010; Smith, Bolton and Wagner 1999). This process generated more than 500 articles for review, covering the period 1975 to the beginning of 2018.

In the next stage, we selected articles for inclusion using the following criteria. First, we only included articles which have gone through a rigorous review process, thus eliminating business press articles, doctoral dissertations, master theses, and conference proceedings listed in the databases. This first step narrowed down the number of articles for review to 344. In a second step, we read these articles in detail. Given our focus on organizational responses to service failures, articles had to deal with discrete organizational responses after service failures. 110 articles were excluded as they focused only on customer reactions to service failures, examined perceived justice without studying specific recovery options, examined the effects of service recovery *in general*, or examined employee or organization perspectives to

service recovery. We also had to exclude four articles from our database as we could not retrieve a hard copy or digital copy of the article. We ultimately retained 230 articles studying discrete organizational responses to service failures.

Next, we read all 230 articles to identify the different response options. Articles were coded in terms of the specific organizational response option(s) under examination, the customer outcomes used to evaluate the effectiveness of the recovery option (e.g. perceived justice, customer satisfaction, customer loyalty), and study characteristics (e.g. method, service setting). Afterwards, we listed all potential response options identified in literature. Studies examining the same organizational responses under different terms (e.g. apology and psychological compensation, compensation and atonement) were grouped together based on their definition. We assigned labels to the variables depending on the frequency of use throughout the literature (e.g. psychological compensation was coded under the more commonly used term ‘apology’). As mentioned in the paper, we identified 22 different organizational responses to service failures in literature (see Table 1 in the paper).

Finally, the four authors classified the 22 organizational response options identified in prior literature along the pre-recovery, recovery, and post-recovery phases of the recovery journey based on theoretical grounds. In a next step, the four authors further subdivided the organizational response options within each phase of the recovery journey using Gelbrich and Roschk’s (2011) three-dimensional classification of organizational responses to service failures (i.e. compensation, favorable employee behavior, and organizational procedures). This resulted in a 3 (pre-recovery, recovery, post-recovery) by 3 (compensation, favorable employee behavior, organizational procedures) classification of organizational response options reported in extent literature (see Figure 1 in the paper). The intercoder reliability for classifying the 22 response options in the 3 by 3 framework, calculated as Krippendorff’s

alpha (see Hayes and Krippendorff 2007 for more information) suggested a high level of agreement among the four coders (> 90%). Inconsistencies were resolved through discussion.

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WEB APPENDIX B: LIST OF RETAINED ARTICLES

1. Ashley, Christy and Sajeew Varki (2009), "Loyalty and its influence on complaining behavior and service recovery satisfaction," *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behavior*, 22, 21-35.
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