International Journal of Business & Entrepreneurship Research
ISSN: 2360-989X, Volume 13, Issue 1, (May, 2020) pages 79 - 101
www.arcnjournals.org

Service Failure Recovery and Competitive Positioning of the Telecommunication Firms in Port Harcourt

Obiandu, Ndidi
Ignatius Ajuru University of Education, Port Harcourt, Rivers State | Email: ndidiobiandu@gmail.com

Abstract: *This study seeks to determine the relationship between service failure recovery and competitive positioning of telecommunication firms in Port Harcourt. Six objectives, research questions and null hypotheses were formulated to guide the study. Well-structured questionnaire of 350 were administered to employee of telecommunication firms in the study area. Descriptive and inferential statistics were adopted for the analysis of research questions and testing of hypotheses. The results showed that apology significantly influence market penetration and market share of telecommunication firms. It also revealed that service rebranding have significant relationship between market penetration and market share of telecommunication firms. The findings indicated that follow-up significantly influence market penetration and market share of telecommunication firms. Conclusively, service failure recovery is a tool for resuscitation of firm as a result of poor product quality which does not meet consumer expectations. Actions taken to integrate the firms into the market include apology, urgent reinstatement, empathy, sympathy, symbolic atonement, service rebranding, and compensation, follow-up. It is recommended that positioning of complain box in a strategic position should be made to enable customer lay complain appropriately; that management and response of complain should be done quickly to avert service failure; that retraining of staff be paramount for competitive positioning; that service rebranding becomes inevitable for service failure recovery to enable competitive positioning; that appropriate words for apology should be customized for purpose of retaining customer and trade or cash discount be incorporated in the market strategy to enable competitive positioning, and service quality should be maintained at all cost.*

Keywords: *Service Failure Recovery, Competitive Positioning, Apology, Follow-up, Penetration, Market Share, Service Rebranding*

INTRODUCTION

Telecommunication firms in Nigeria have solved socio-economic problems of communication bottleneck. It has easy communication and bridged the gap of transiting from one point to the other. Telecommunication embraces television, newspapers, analog and digital signage, internet, mobile phones, radio which is the fulcrum for information medium, with social media rapidly emerging as the next major medium (World Factbook, 2014). The telecommunications industry in Nigeria is what today can be described as self-evident and firmly adapted to the intense realities of changing business trends, intense rivalry, regulatory uncertainty, etc.

The proactive measures of service failure recovery contain strategy that organization in response to service failure; some strategies such as apology, emergency rehabilitation, empathy, sympathy, symbolic atonement, service rebranding, compensation, follow-up, etc. (Zeithaml &

Bitner, 2009). In most cases, companies have at least one out of ten customers that are dissatisfied with service received. Therefore, since the best-managed companies will still have issues thereby emphasizes should be placed on service recovery which connotes the process, measures and pro-activeness in tackling with what has happened (Gavin & Durand, 1998). The survival of any business organizations anchors on customer satisfaction. Maxham (2001) explains consumer satisfaction as favorable subjective assessment of each individual for any result associated with consumption or service rendered. The human and non-human mistakes are causes of service failure in organizations. Such failures in performing a service inevitably lead to customer dissatisfaction. Sharing relationships can help increase customer complaints, poor oral communication, and disaster (Ah-Keng & Wan-Yiun, 2006). Unlike in the past, telecommunications are becoming increasingly competitive. Successful operation requires more attention to customer satisfaction and quality service delivery. Successful service retrieval can not only save the business money by retaining customers, but also increase revenue through increased customer trust (Kelley, Hoffman & Davis, 1993). This measures the extent to which the product penetrates the market and acquires a dominant position (market share) in the volume of sales. Customer satisfaction is evidenced by the market share and volume of product sales (Press, Ganey & Hall, 1997). The results of service analyzes are customer dissatisfaction and possibly removal of customers depending on the trust, knowledge, and availability of the alternative service provider (Ranaweera & Prabhu, 2003).

Lately, there has been the emergence of many businesses providing the Nigerian population with telephony and internet communication services. This comes in mobile telephony, broadband internet, cordless, 3G mobile, mobile money and more. In this era of increased competition, businesses are trying to find any point of uniqueness to distinguish them from other competitors. Businesses use various recovery strategies, such as empathy, apology, remediation (compensation) and compensation (compensation) in the event of a service failure. These strategies are considered successful if they bring about customer satisfaction (Jo, Duffy & James, 2006).

The actual service business test for service quality and customer satisfaction depends on how it responds after a service failure (Zemke & Bell, 2000). Indeed, this forces companies to adopt a better practice of repairing faults from services that are supposed to adequately meet customer needs in the event of a service failure. As a result, companies look beyond traditional performance measures and explore strategies to effectively service failure by defining what does and does not work to shape customer missions, goals, and customer satisfaction.

The cost of attracting a new customer far exceeds the cost of maintaining a current customer (Anderson & Fornell, 1994). Service providers could increase their profits by up to 85% by reducing their customer failure rate by 5%. Given strong customer relationships, telecommunications companies must be competitive.

Gilly (1987) observed that if customers are satisfied with the way their complaints are handled, their dissatisfaction can be reduced and the likelihood of a repurchase increased. Besides, effective handling of complaints can have a dramatic impact on customer retention rates, divert negative word of mouth and improve profitability (Tax, Brorn & Chandrashekaran, 1998). Inadequate and/or inappropriate business response to service failures and misbehavior of customer complaints affects not only affected customers but also their friends and families through negative word of mouth communication (Hoffman & Chung, 1999; Hoffman & Kelly, 2000). Keaveney (1995) found that basic service failures and unsatisfactory employee responses to service failure accounted for more than 60% of all service change events.

Despite the administration's persistent attempt to provide excellent services, zero rollovers are an unrealistic goal in service provision (Collie *et al*., 2000; Goodwin & Ross, 1992; Sundaram *et al*., 1997; Webster & Sundaram, 1998). While consumers acknowledge that service providers cannot eliminate mistakes, dissatisfied customers expect service failures to be recovered when they complain (Sundaram *et al*., 1997). A1though service failures are inevitable; most service malfunctions are largely controlled by service providers (Hoffman & Kelly, 2000).

Grievance management and service recovery were considered retention strategies (Haistead, Morash, & Ozment, 1996). Service recovery, however, is different from complaint management in that service recovery strategies include preventive, often immediate, efforts to reduce the negative impact on service evaluation (Michel, 2001). Service recovery comprises a much broader set of complaint management activities, which focuses on customer complaints caused by service failures (Smith *et al*., 1999). Because most disgruntled customers tend not to complain about negative experiences (Blodgett, Wakefield & Bames, 1995; Singh, 1990), it is worth taking a proactive start on service recovery. Satisfaction scores were higher in the recovery initiated by the organization or by employees than in the recovery initiated by the customer (Mattila, 1999).

Service recovery is particularly important if it is considered that in many cases dissatisfied customers simply do not complain to the service provider. Few complainers provide valuable information on what can be done to improve customer satisfaction. Zeithami, Bitner and Gremir (2009) argue that reluctance to air complaints results in ignorance among decision-makers and has many serious consequences, such as reduced market share; more expensive defensive marketing strategies, and inability to correct faulty systems undermining the validity of customer complaint data as a contribution to decision making (Bearden & Teel, 1983). To avoid these negative effects, customers should be encouraged to make complaints, and employees should be willing and able to respond. In other words, effective service recovery depends on inputs from customers and employees.

Despite efforts by telecommunications companies to improve their services through customer complaints management, some customers are still dissatisfied with the service. This calls for a research study to investigate the recovery of service failure and the market penetration of telecommunications firms in Port Harcourt.

Statement of Problem

The understanding of service failure will allow management to develop more effective and efficient methods for resolving customer dissatisfaction that leads to conflict and in turn causes service failure. Service failure is considered to be an inadequate result that reflects the distribution of credibility for quality and service (Berry & Parasuraman, 1991).

Researchers argue that service failure occurs when service performance does not meet a customer' expectations (Kelle.y & Davis, 1994; Kelley, Hoffman & Davis, 1993). Two types of service failures are recognized: result and process (Hoffman, Kelley & Rotalsky, 1995).

Outcome failure occurs when the failure relates to basic service offerings. A process failure occurs when it relates to how the service is provided (Smith & Bolton, 2002). The effects of the failure of the result versus the failure of the process affect the customer's perceptions of recovery evaluation. Customers who experienced a process failure will be less satisfied with service failure than those who experienced failure and also found that compensation and prompt action improved customer appraisal of perceived fairness when experiencing the failure. On the other hand, clients realized that an apology or a proactive response would be more effective when the process failed.

Service failure recovery faces several challenges ranging from customer response to customer dissatisfaction and behavior. Complainant behavior includes voice and exit strategies. The voice strategies that are being complained about are verbal complaints and customer expression about the value of social exchange theory. The purpose of voice selection is to recover, protect other consumers or help the business fix a problem. Complaints provide the service provider (telecommunications companies) with the opportunity to rectify the problem and positively influence subsequent consumer behavior. Unfortunately, telecommunications companies are not willing to accelerate customer satisfaction.

When customer voices are not difficult through perceived changes in-service performance, exit becomes the customer’s choice. The exit is when customers stop supporting the company service. It is a voluntary termination of an exchange relationship and is often applied if the voice has not been successful. Apologizing for repairing service failure is not a very practical approach. The apology can only be made public through the media. Then by influencing customers with fragmented brands and thus giving competitors an indication of how to improve the quality of their apology goes with the discounts as a means of compensating the customers as a result of the service failure. The disgruntled customer has no confidence in their business recovery approach because their memories of yesterday have not been forgotten.

Another challenge is that tracking a customer requires a lot of patience and approaches which often the business may not have the time to deal with because it involves word-of-mouth, phone calls, text messages, WhatsApp, charts, media, blogging, etc. The customer is almost not convinced to hire a business a second time if he is not satisfied. Customer satisfaction /dissatisfaction are the difference between a person’s expectations of a transaction and the performance of a product or service after the purchase, how can a customer who is not satisfied to repeat the lead, be impossible. Customer expectations, perceived performance, and meeting expectations are critical to service failure. If customer expectations are not met, the service failure recovery approach is frustrating.

Customer perceptions of fairness represent an important factor in service failure ratings (Smith, 2007). Because a service failure report involves, at least to some degree, “unfair” treatment of the customer, service failure repair must be brought to justice - on the client-side (Michel, 2009). Then expected fair treatment through the quality of service provides customer satisfaction and retention.

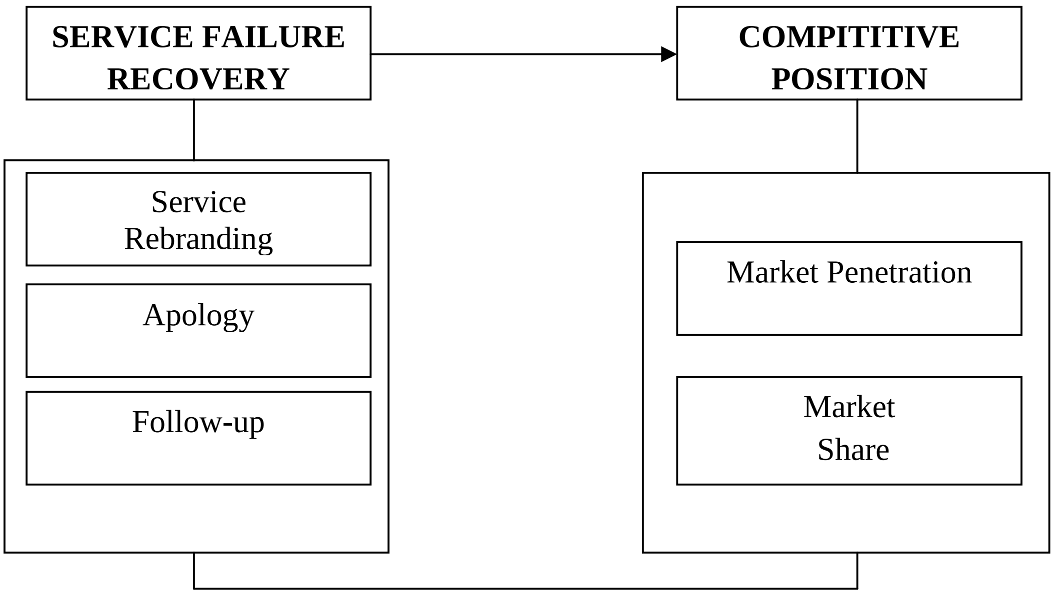

Figure 1: Conceptual Framework of Service Failure Recovery and Market Penetration
Source: Desk Review

Objective of the Study

The main objective of this study is to determine the association linking between service failure recovery and market penetration of the telecommunication firms in Port Harcourt. The specific objectives include:

1. To determine the association linking service rebranding and customer value of telecommunication firms in Port Harcourt.
2. To ascertain the association linking service rebranding and market share of telecommunication firms in Port Harcourt.
3. To investigate the association linking apology and customer value of telecommunication firms in Port Harcourt.
4. To examine the association linking apology arid market share of telecommunication firms in Port Harcourt.
5. To determine the association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Research Questions

The research question was formulated to answer the question.

1. What is the association linking service rebranding and customer value of telecommunication firms in Port Harcourt?
2. What is the association linking service rebranding and market share of telecommunication firms in Port Harcourt?
3. What is the association linking apology and customer value of telecommunication firms in Port Harcourt?

4. What is the association linking apology and market share of telecommunication firms in Port Harcourt?
5. What is the association linking follow-up and customer value of telecommunication firms in Port Harcourt?
6. What is the association linking follow-up and market share of telecommunication firms in Port Harcourt?

Research Hypotheses

The null hypotheses were formulated to guide the study.

Ho_1: There is no significant association linking service rebranding and customer value of telecommunication firms in Port Harcourt.

Ho_2: There is no significant association linking service rebranding and market share of telecommunication firms in Port Harcourt.

Ho_3: There is no significant association linking apology and customer value of telecommunication firms in Port Harcourt.

Ho_4: There is no significant association linking apology and market share of telecommunication firms in Port Harcourt.

Ho_5: There is no significant association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Ho_6: There is no significant relationship between follow-up and market share of telecommunication firms in Port Harcourt.

LITERATURE REVIEW

Theoretical Framework

The theoretical framework for this study entails social exchange theory and attribution theory.

Social Exchange Theory

The theory of social exchange is a sociological and psychological theory that examines social behavior between two groups, in particular, service providers and the customer applying the cost-benefit analysis in determining if brand quality results in customer satisfaction. The theory also includes economic relationships, which occur when products lead to satisfaction (Roeckelein, 2018). Social exchange theory recommends that these calculations occur in a close relationship, friendship, business relationship and casual relationship as simple as exchanging words with a cashier client (Mcray, 2015). The theory of social exchange says that if the cost of the relationship is higher than the reward, such as a great: effort or money put into a relationship and not responding, it could cause service failure.

Studies investigating the evaluation of customer service recovery efforts have used theory of social exchange in buttressing the effects to market penetration (Blodgett *et al*., 1993; Kelley & Davis, 1994). This theory holds that the exchange relationship must balance the cost of purchase and the satisfaction derived from consumption (Adams, 1963, 1965). The viewpoint of social exchange anchors on view of equal partners (eg spouses, colleagues) in exchange.

In shopping and consumption situations, the consumer's sense of unfairness generally stems from perceived unfairness concerning one's expectations or other benchmarks (Oliver, 1997). Service failures can be considered as a financial loss of customers (funds, resources, time) and social losses (an eg situation, valuation) in an exchange (Sthith *et al*., 199.9). Consequently, customers view failure status as negative inequality and will try to balance the post-market behavior (Lapidus & Pinkerton, 1995). Service providers strive to recover the balance by offering customers financial value in the form of compensation (e.g., discount) or social resources (e.g., apology) (Smith et al., 1999). A summary of the equity/inequality of the consumers' inputs to the results leads to perceived justice.

Subsequently, the consumer forms a satisfaction/dissatisfaction crisis based on level of perceived justice (Andreassen, 2000).

Attribution Theory

Customer judgments about cause-effect distribution influence subsequent emotions, behaviors, and behaviors based on three dimensions of causal powers: place, control, and stability (Swanson & Kelley, 2001). Distribution theory has sought to explain, responses to product and service failures (Folkes, Koletsky, & Graham, 1987). In general, dissatisfied customers believes that the cause is out of place and are stable and controllable which are likely to withdraw and engage in negative verbal behavior than those who find the problem unlikely to recur and are uncontrolled (Blodgett *et al*., 2013). The satisfaction situation of individual consumer, based on a single observation or transaction, is known as special satisfaction. Consumers aggregate ratings in many cases and develop cumulative satisfaction referred to as long-term, overall satisfaction (Oliver, 1997). Clients review and update their satisfaction and behavioral intents based on prior evaluation and new information (Smith & Bolton, 1998).

In a service failure situation, a customer's satisfaction level (pre-recovery satisfaction - transaction satisfaction) will be lower than previous general satisfaction. Proper service recovery will mitigate harmful effects and increase satisfaction (post-recovery satisfaction - transaction satisfaction) (Tax *et al*., 1998). On the other hand, inappropriate service recovery will increase the negative rating, resulting in significant changes in overall satisfaction. An organization's response to service failure can either bring back customer satisfaction or exacerbate negative customer ratings and lead them to turn to a competitor (Smith & Bolton, 1998). Distribution theory is geared towards the obvious benefits of products, and these benefits are the superficial means used in advertising and promotion to link the brand to an incentive that influences service failure (Rossister, 1987).

Today, companies are trying to distinguish their products by focusing on some trivial features that in their true sense do not differ from those of their competitors or, at times, are not used at all by consumers (Chowdhury & Islam, 2003). This, therefore, delays the recovery of services and as such a competitive advantage is very insignificant.

Various techniques are proposed to examine what, characteristics consumers use to judge products (Snelders & Schoormans, 2000). Making a product different from its competitors by adding even an irrelevant feature can increase competitive attitude (Simonson & Tversky, 1992). The theory also suggests that it is obvious that product properties are more important to consumers (Garvin, 1983, 1984).

When deciding to buy a product, it is considered that consumers not only take into consideration the present value of products but also take into recognizance the future performance or future connected to product characteristics (Chowdhury & Islam, 2003). The theory also included that some of the attribute properties include: product durability, image resolution, memory card capacity, ease of use, zoom distance, compatibility, size, design, video recording capability, etc.

The Concept of Service Failure Recovery

Service recovery is an activities geared towards solution for absconded customer due to service dissonance (James, & Mona, 2011). Zemke and Bell (2000) describes repairing a service failure as a process of returning affected customers to the satisfaction of the organization after the service or product failed to meet expectations. Schweikart *et al*. (1993) considers failure recovery as restoring mechanism and part of quality management to attain the ultimate goal of all is to maintain a business relationship with the customer. This statement is considered assuming that customer satisfaction ensures customer loyalty, repeat sales and positive oral communication (Bearden & Teel, 1983).

According to Tax and Brown (2000), Service discovery is a process that identifies service failures, effectively solves customer problems, classifies their roots, and provides data that can be integrated with another performance index for evaluation and improvement of service system. Berry and Parasuraman (1991) argue that a service company always has a second option, even after the initial unfavorable service experience, because recovery activities such as excuses, explanations, replacements or repairs can save the relationship and negatively catch the mouth. It is deliberate changes that taken by a service provider in response to a service failure (Grönroos, 1998). Including customer satisfaction in the definition means that service restoration is a thoughtful planned process of returning affected / dissatisfied customers to a company / service satisfaction situation. Service recovery is differs from complaint management which focuses on service failure and the company's immediate response to it.

Complaint management is process for attaining to customer dissatisfying conditions, which may cause service failure (Stauss, & Wolfgang, 2005). However, most dissatisfied customers are less concern to lodge their grievances in attempts to resume service which will solve problems at the service meeting before customers complain or leave the service meeting unhappy. Complaint management is considered as customer retention approach. Recent research has shown that strategies such as value creation, monitoring, etc., can improve the effectiveness of service recovery efforts (Gohary, Hamzel & Alizadeh, 2016).

Service Rebranding

Redesign is a marketing strategy in which a new name, term, symbol, design, concept, or a combination thereof is created to create a brand new, differentiated identity in the minds of consumers, investors, competitors and other stakeholders (Muzellec & Lambkin, 2006). Often this means radical changes to the logo, title, legal names, image, marketing strategy, and trademark advertising issues that were usually aimed at resetting the brand / company, sometimes distancing them from a negative brand affiliation or moving brand, can also communicate with new customer messages and thereby improve service failure and competitive placement.

Redesign can be applied to new products, mature products or even to products that are still under development. This process can occur intentionally through a deliberate strategy change or inadvertently arising from unplanned emerging situations, the renegotiation may also apply to a change in the name of a company / company that may include several product or company brands. This is the key to repairing service failure; the customer will perceive the new brand product and brand identity. At the turn of the millennium, development has become meaningless because some companies have changed brands several times because of market viability. Muzellec and Lambkin (2006) found it to be either a redesign resulting from a business strategy, or a real marketing strategy (a change in corporate image) to strengthen, acquire, transfer and / or rebuild a brand.

According to Sinclair (1999), businesses around the world recognize the value of brands. “It looks like it’s a brand, along with copyright and trademark ownership. The brand sends a signal to the customer’s heart as an intangible value that the customer can invest. Marketing develops awareness and associations in the minds of custome4s so that customers can know (and remind them constantly) which brands best fit their needs keeps moving. A brand in front of a package and gives value to its owners (Sinclair, 1999). The company is often redefined to respond to external and / or internal problems. Companies typically have setup cycles to stay in place or move forward. Companies also use rebranding as’ effective a marketing tool to hide past irregularities, thus eliminating negative associations that would potentially affect business.

This is called market segmentation for product offers that are sold separately in many target markets. If the market segmentation strategy involves offering significantly different products for each market, this is called product diversification. This process of differentiation of market / product segmentation can be considered a form of brand change. What sets it apart from other forms of reconstruction is that this process does not remove the original image of the mark. This redesigned allows the use of a set of engineers to create multiple products with minimal customization and additional cost. Another form of brand change is the sale of a product manufactured by another company under a new name: the original design manufacturer is the company that produces the product, often at lower operating cost positions, which eventually bears the name of another company. The ubiquitous nature of the company / product brand at all customer contact points means that rebuilding is a heavy business for businesses.

According to the glacier model, 80% of the impacts are hidden. The level of effectiveness of the brand change depends on the extent to which the brand changes. Tags can be used to change various brand elements, such as name, logo, legal name, and corporate identity (including optical and verbal identity). Changes made only to the company logo have the least impact (called replacing the logo), and changes in name, legal name, and other identities will affect every part of the company and can result in high costs and impact in large complex organizations. In this way, a new image is created at the heart of the customer, thereby recovering the failure of the recovery service.

Apology

The viability of the customer depends on the existing relationship established with the customer. Relationship marketing is becoming very important for customer loyalty. Apology is one of the key ways to remedy service failures. This tool serves as a means to boost business. By looking at why customers complain, many different approaches can be identified. The reason people face complaints is because they only want what they have been denied. This can be as simple as an apology. Therefore, if the company meets the complainant’s needs, that person will respond by continuing to do business. Similarly, this customer will comment more positively on the organization. Telecommunications research has found that the way complaints are handled is a key determinant of whether customers are returning (Gavin & Durand, 1998). One of the most popular myths about customer complaints is that they always require a refund. In principle, it is a service provider that offers a refund, so publishing an account or providing a free coupon for a future meal can bring unnecessary money (Gavin & Durand, 1998).

Berry and Parasuraman (1991) claims that a service company always has a second chance even after an initial unfavorable service experience, because recovery activities such as excuse, explanation, replacement or reparation can save the relationship and negatively capture the relationship orally. Jo, Duffy and James (2006) revealed customer expectations and found that annoyed customers thought that the service provider should apologize and correct the problem while reminding customers of the expected compensation, greater sensitivity, apology, senior management intervention and making sure that the problem is not to repeat itself.

Boshoff (1997) showed that as soon as the customer apologizes, or when he apologizes and donates, etc., their satisfactory recovery and behavior improve significantly. The second recovery strategy also leads to greater customer satisfaction than previous recovery strategies. The second recovery strategy also leads to greater customer satisfaction than previous recovery strategies. Jiangang and Tianjun (2010) suggest that for the same level of service failure, different service recovery strategies (e.g. Apology, Compensation, Assistance and Compensation) lead to a significant difference in customer satisfaction, with assistance and compensation being provided simultaneously.

Employees require customer service, support or success and spend their time helping clients achieve the best experience with the company. So it is quite frustrating when an employee knows that he was wrong with the customer. Knowing how to take responsibility for and apologize is a skill that is important to the viability of a business. 1t is difficult to take full responsibility when it is natural that human instinct is inconsistent (Swetha, 2019). Being bad can be a mess in the ego if you are in a situation where you do not think you are wrong. To some extent, however, you did something wrong if you did something wrong when buying a customer, or if you did not explain it clearly or did not respond to anger with a sharp note. Take ownership of your mistakes, no matter how big or small. By assuming responsibility for your actions and accepting your shortcomings, you can prove that you are a real person. Everyone makes mistakes, and your customer appreciates your sincerity (Swetha, 2019).

It is important to explain what happened. The best thing you can do to reassure a customer is to show that you have heard what they said and understand what you have done wrong. Repeating the problem in your own words shows empathy. You may want to briefly explain what you think has gone wrong. Instead of getting to the defense at the moment, you can approach with caution. It will show the client that you took the time to consider how the error occurred and what you or another employee could do to get started. By recognizing customer goals, most customers understand that sometimes errors occur. Emails are deleted, servers are down, and employees take time off. These are the usual speed effects that affect every business. However, these impacts should not cause the tire to stop the customer. Clients have goals to achieve. They understand that your business will make a mistake here or there, but this mistake cannot prevent them from reaching their goals. If so, you need to realize how your company has prevented its success. In this way, your apology will be much more sincere because you have dealt with the magnitude of the situation (Swetha, 2019).

Take a clear next step that the Action Plan should offer to move forward. After all, you want the customer to stay with you. Show them how you will hang in the future based on this event. By taking steps to resolve or alleviate the problem, you are initiating an initiative to improve customer relationship with your company and care for that individual customer. They will be able to see how bad you want to do and move forward under positive conditions. It is very important to apologize for the demanding forgiveness of employees. It sounds random, but the request for forgiveness can be very sweet for the customer. Again, it shows that you are not a robotic voice on the phone, but an authentic person with sincere intentions. But make sure you don't ask for it dramatically. Simple: "I hope you can forgive me," he gets a message to other professionals. You never want to cross the line and make the customer feel uncomfortable.

Most importantly, they do not personally accept any customer orders regarding you or your mistake. It is natural to slip once in a while; and this does not reflect your character or professional ethics. Include the necessary time and effort in your email apology to make it serious. However, once you press the Submit button, we'll skip it. Stick to your day and use this short-term disorder as a fuel to initiate positive and memorable customer conversations (Swetha, 2019). When customers are angry, you can give them feedback from customers to express their dissatisfaction. This shows the customer that you want to make the most of your business, so make sure our customer service team hears your voice. In addition, once you provide them with a link, you can check where the customer leaves their comments. Instead of going to social media, you can direct them to a personal data collection tool where they will not be publicly disclosed to other customers (Swetha, 2019).

Follow-up

Monitoring is one of the dimensions of redressing service failure in marketing. The customer must be bombarded with continuous information on service quality, service changes and information on service types and price discounts. There are three types of customers your business should follow, suspicious (people in your target market), prospects (people who responded to marketing but didn't buy, and customers (people who bought something from you) will vary for each type of person. You will want suspects to call you or visit your business. With prospects you need to persuade them to make their first purchase, persuade them to come back and do more business with you and give recommendations (David, 2003).

The most difficult person to follow is suspicious because he has not yet shown any interest in the pool or whirlpool and you usually don't have contact; information. However, this is not the case with prospects and customers. You don't only know how they are, but you also need to have your contact information. And if you consistently contact your clients, you will find that they recommend you turn potential customers and leads into customers (David, 2003). Key tools of marketing supervision are telephone, mail and e-mail. Many pool and Jacuzzi owners make the mistake of jumping directly into the phone and watching; however, most prospects do not want to sell the report immediately, and most prospects are trained to consider who is calling for the trader. Instead, you should try to establish a trust relationship with your perspective before making a phone call by quickly sending information such as special messages, audio or video CDs.

Remember to always include a "next step offer" to accompany your training materials. If the next step is to visit a store, then lure them with a suitable offer, or if the next step is to call you, contact your lead immediately. People are in the process of buying baby steps, especially when thinking about buying high tickets such as hot tubs or; swimming pools. Your offer should always help them take the next step (David, 2003). The power of your tracking will be in the tracking sequence. A tracking sequence is a series of communications to your prospect that is "linked" with each communications building in the previous report. Referring to the previous message, you link what you say to what you have said and remember that you care about continuing the conversation.

Each sequence should follow a reasonable argument and you should consider increasing the bid with each communication by using the term as an incentive to act now. For example, in the third announcement, you could say, “I’m surprised you didn’t take me on my generous offer. What’s holding you back? “Or say,” I’ have written to you three times and you still don’t have my offer, so I’ll take all the stops and make an offer that you just can’t refuse. “This is the same type of conversation you can have in a regular business conversation (David, 2003). Subsequent marketing will raise the closing rate and dramatically increase your customer satisfaction in achieving service failure. Systematic tracking allows you to maximize salesperson’s time and increase their productivity, resulting in more sales with less effort and not what you want. Start earning more sales today by implementing a tracking system (David, 2003).

Market Penetration

Market penetration becomes a benchmark for determining the market volume of a product that is measured by market share. Market penetration refers to the successful sale of a product or service to a particular market. It is measured by the volume of sales of an existing product or service compared to the overall target market for that product or service (Higuera, 2016). Market penetration is key to Matrix Ansoffs business development strategy (Richardson, & Evans, 2007). Nuts are used in all businesses to help evaluate and identify further steps that a company needs to take to develop and the risks associated with the selected strategy. This table, with many options available, helps narrow down the best for your organization.

This strategy involves selling existing products or services on the existing market in order to gain a larger market share. This could lead potential customers to buy more and new customers so they can start buying or even transfer customers from their competitors. This could be used with methods such as competitive pricing, increased marketing communications or the use of reward systems such as loyalty points / discounts, New strategies include road use and the search for new ways to improve profits and increase sales and productivity so that they remain relevant and competitive in the long term.

Market penetration refers to methods or strategies that are designed or adopted to create a niche in an existing market. Although this can be done throughout the enterprise, it can be particularly useful in the early stages of installation. It helps to set up an existing trading station and in what direction it should be expanded to achieve market growth. Siccessfu1 results come from close monitoring by key employees and executives. Time is crucial for successful market development. This may depend on overall market prosperity, business competitors and current events. Questions, concerns and discussions can help determine if the time is right for market development. They may include issues related to increasing or decreasing market share. Sales may decline, but given the business opportunity, it may be time to adjust to increase market share. Market penetration can also be useful if sales prove to be slow, customers often have to reintegrate into the company or remind them why the company’s products / services are needed. With less and less consumer attention, organizations must constantly maintain a competitive advantage to remain relevant.

Market penetration refers to the successful selling of a product or service in a specific market. It is measured by the amount of sales volume of an existing good or service compared to the total target market for that product or service (Higuera, 2016). This strategy involves selling current products or services to the existing market in order to obtain a higher market share. This could involve persuading current customers to buy more and new customers to start buying or even converting customers from their competitors. This could be implemented using methods such as competitive pricing, increasing marketing communications, or utilizing reward systems such as loyalty points/discounts. New strategies involve utilizing pathways and finding new ways to improve profits and increase sales and productivity in order to stay relevant and competitive in the long run (Schroder, 2015).

A few different options for market penetration are as followed

• Developing a new marketing strategy to entice more customers to purchase or continue purchasing.
• Become price competitive as a swaying factor for customers to choose a product or service over another company.
• Use special promotions or offers to grab attention.
• Utilize the Boston Matrix to decipher which product or service benefits further investment and time and which can be disregarded.
• Purchase a competitors company (in mature markets) to expand market share.

Customer Value

Customer Value has been defined as the perceived utility a customer obtains after investing in a product or service, from the perspective of the expectations that they have about the product or service (Huber, Herrmann & Morgan, 2001). These expectations can include such factors as product attributes, attribute performances and consequences of using the product or service that allow the customer to achieve any goals or purposes that would have been served through use of the product or service (Woodruff, 1997).

However, it has also been argued that customers evaluate not just the transactional value of the product but also factor in other costs such as monetary costs, time costs, learning costs, emotional and cognitive as well as physical effort, in addition to financial, social and psychological risks of using the product or service weighed against the utility received through use (Huber *et al*., 2001).

Market Share

Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity. In a survey of nearly 200 senior marketing managers, 67% responded that they found the revenue- “dollar market share” metric very useful, while 61% found “unit market share” very useful (Farris, Neil, Phillip & David, 2010).

Market share is said to be a key indicator of market competitiveness—that is, how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. That is, it enables them to judge not only total market growth or decline but also trends in customers’ selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm’s product line, market share trends for individual products are considered early indicators of future opportunities or problems (Farris, Neil, Phillip & David, 2010).

Empirical Review

Chihyung (2004) examined the effectiveness of service renewal and its role in building long-term relationships with customers in the restaurant. The study used experimentation with three-dimensional justice scenarios that were processed at two levels (2x2x2 between groups of design factors). The participants presented 15 groups of religious and community services, Of the 308 surveys returned, 286 cases were used for data analysis. The results of this study emphasized that efforts to restore services should not only be seen as a strategy to restore immediate customer satisfaction, but also as a relationship tool that will give customers confidence that lasting relationships will benefit them. This study found no recovery paradox in the experimental scenarios. The findings of the study showed that a positive recovery effort could restore customer satisfaction and behavioral intentions to failures. Restaurant managers and their employees must make further efforts to remedy perceived customer losses in severe failure cases. Service providers should reduce the number of systematic service failures so that the customer does not develop a perception of stability.

Ibrahim and Abdallahamed (2014) examined service recovery and customer satisfaction using Uganda's telecommunications as a study. Their study adopted a proposal for a quantitative approach. A sample of 250 people was used for the study, consisting of 100 Uganda employees and 150 subscribers to Uganda's telephone connection in Kampala's central business district. Their findings revealed a significant positive relationship between service recovery based on an understanding of customer complaints, fair resolution of customer complaints and customer satisfaction. In addition, the study also found a positive correlation between service recovery and customer satisfaction. The study contributes to the literature on services recovery from the perspective of developing countries.

Eminejomo (2011) studied the impact of renewal satisfaction on consumer behavior intentions: Applications in five-star hotels in Northern Cyprus. A total of 500 questionnaires were created and distributed to customers of five-star hotels in northern Cyprus. The questionnaire had 27 questions about the impact of recovery services strategies on customer satisfaction in recovery, the impact of recovery on satisfaction, confidence in complete satisfaction, and the impact of verall satisfaction on positive oral and oral recovery intentions. The questionnaire used Boshoff (2005); Maxham and Netemeyer (2002) for the study. The findings of this study show that they have no positive effect on customer satisfaction with service renewal between the dimensions of service renewal, replacement and tangible goods. Although there is a positive relationship between feedbacks, mandate, explanation, and communication about satisfaction with service renewal. Satisfaction with recovery has also been found to have a positive effect on trust, leading to overall customer satisfaction and creating positive oral and reevaluation of intentions.

Gap in Literature

Many studies have been carried out in the field of service failure and customer loyalty, but mainly in developing countries. Despite the importance of the telecommunications industry in the Nigerian economy, the sector lacks a study on the quality of service failures, which should play an important role in improving the market penetration of the sector. Studies conducted locally focused on banking and hospitality. Odera, Cliepkwony, Korir, Lagat and Mumbo (2012) conducted a study on the impact of equity settlement strategies on customer satisfaction in the Nigerian banking industry. Komunda (2012) examined the impact of recovery of service failure on customer satisfaction and loyalty in the commercial banking environment. Auka (2012) conducted a study on the quality of service failure, satisfaction. (Mage 2010) conducted an empirical study of the involvement of customers in tourism and developed a model that can be used to assess customer confidence.

Most of the studies undertaken accepted the use of scenarios without conducting a field survey. Lin, Wang and Chang (2011) studied customer responses to online retailer recovery after service failure. No one (2012) investigated overcompensation for a serious failure service: he perceived impartiality and impact on negative verbal intent. The purpose of this study was to bridge these existing knowledge gaps in the empirical literature by conducting a field study on the relationship between disaster recovery and competitive position in the Nigerian telecommunications sector. Numerous studies have been carried out to remedy service failure through apology, urgency, empathy, reconciliation, monitoring as a dimension taking into account the impact of brand change and service quality.. Other studies also used recognition, empathy, sympathy and compensation, while the current study added a redefinition of services as a research gap in this study. Scholars use market share, profitability, brand confidence and customer satisfaction to measure a competitive approach, while the present time uses market penetration as a loophole in the literature. The aim of the study was to understand that telecommunications services were unable to deal with service failure situations and thus strengthen their competitive position.

METHODOLOGY

The research design used for this study is correlation research survey because the study is purely quantitative. The sample population was obtained from the list of registered telecommunication firms with the Corporate Affairs Commission through the Federal Ministry of Trade of Commerce from the Port Harcourt. The staff strength of 2800 was employee of the two (2) telecommunication firms in the study. In the determination of sample size technique, Taro Yaman'e (Yamane, 1973) was adopted at a 95% confidence level to arrive at 350 as sample size. This research instrument adopted was likert's 4 points scale, strongly agree (SA-4), agree (A-3), disagree (D-2), strongly disagree (SD-1) for data collection from the field. Both inferential and parametric statistics tools were deployed using simple frequency, percentages, and linear regressions to ascertain the results (rho, r-square, F-ratio and Durbin-Watson).

Linear regression correlates the independent variables and dependent variable to show whether there exists a significant relationship between the variables or not at 5% significant level and 95% confidence level. Hence, if the correlation coefficient is greater than the 5% significant level we accept the null hypothesis, but it is less than 5% of significant level reject the null hypotheses (r> p (O05) — reject Ho) if (r<p(0.05) accept Ho).

Data Analysis and Results

Primary data was administered to employees of telecommunication firms in Port Harcourt. Two (2) telecommunication firms were used for this study within the Port Harcourt. The sample size of 350 was distributed among the employees of the two (2) telecommunication firms in Port Harcourt in the study area.

Test of Hypotheses

The hypotheses testing confirm the association between the dimensions and measures of this study. The criterion value for decision making is at 5% significance level and 95% confidence level respectively. If r is greater than 5% level of significance we accept the alternate hypothesis and reject the null hypothesis, vis-à-vis.

Hypothesis 1: There is no significant association linking service rebranding and customer value of telecommunication firms in Port Harcourt.

Table 8 Linear Regression Result of hypothesis 1

					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.942[a]	.913	.921	450.420	.902	831.354	7	4	.000	2.787

a. Predictors: (Constant), SR

b. Dependent Variable: CV

Table 10 shows the result of hypothesis 1 indicating that there is significant association linking service rebranding and customer value at correlation coefficient r .942[a] is greater the criterion value for decision marketing. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between service rebranding and customer value. The F- statistic test value of 831.354 is statistically significant. The Durbin-Watson statistic of 2.787 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation' in the model specification.

Hypothesis 2: There is no significant association linking service rebranding and market share of telecommunication firms in Port Harcourt.

Table 9 Linear Regression Result of hypothesis 2

					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.816[a]	.745	.761	131.081	.733	645.882	7	4	.000	2.008

a. Predictors: (Constant), SR

b. Dependent Variable: MS

Table 9 expresses the result of hypothesis 2 revealing that there is significant association linking service rebranding and market share at correlation coefficient r .81 6a is greater than the decision criterion. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 le'e1 of significance, which states that there is significant relationship between follow-up and market penetration. The F- statistic test value of 645.882 is statistically significant. The Durbin-Watson statistic of 2.008 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

Hypothesis 3: There is no significant association linking apology and customer value of telecommunication firms in Port Harcourt.

Table 10 Linear Regression Result of hypothesis 3

					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.981a	.947	.931	143.432	.961	813.786	7	4	.000	3.750

a. Predictors: (Constant), AP
b. Dependent Variable: CV

Table 10 represents result of hypothesis 3 showing positive association linking apology and customer value at correlation coefficient r981a. Therefore, we states that there is significant relationship between apology and customer value. Hence, the F- statistic test value of 8 13.786 is statistically significant. The Durbin-Watson statistic of 3.750 is statistically significantly because it is greater than the criterion value of 2.0 for decision making; this illustrates the presence of autocorrelation in the model specification.

Hypothesis 4: There is no significant association linking apology and market share of telecommunication firms in Port Harcourt.

Table 11 Linear Regression Result of hypothesis 4

					Change Statistics					Durbin-Watson
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.977a	.951	.917	142.423	.908	920.146	7	4	.000	2.884

a. Predictors: (Constant), AP
b. Dependent Variable: MS

Table 9 contains the result of hypothesis 2 indicating that there is significant association linking apology and market share at correlation coefficient r 977a at 5% level of significance. This implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between apology and market share. The F- statistic test value of 920.146 is statistically significant. The Durbin-Watson statistic o 2.884 is statistically significantly because it is greater than the criterion value of 2.0 for decision making; this illustrates the presence of autocorrelation in the model specification.

Hypothesis 5: There is no significant association linking follow-up and customer value of telecommunication firms in Port Harcourt.

Table 12 Linear Regression Result of hypothesis 5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.823a	.803	.797	141.843	.749	699.441	7	4	.000	2.112

a. Predictors: (Constant), FU
b. Dependent Variable: CV

Table 12 expresses the result of hypothesis 5 showing that there is significant association linking follow-up and customer value at correlation coefficient r •823a is greater than the decision criterion. From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 1eve of significance, which states that there is significant relationship between service rebranding and customer. The F- statistic test value of 699.441 is statistically significant. The Durbin-Watson statistic of 2.112 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

Hypothesis 6: There is no significant association linking follow-up and market share of telecommunication firms in Port Harcourt.

Table 13 Linear Regression Result of hypothesis 5

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.744a	.709	.721	141.994	.735	608.432	7	4	.000	2.890

a. Predictors: (Constant), FU
b. Dependent Variable: MS

Table 12 contains the result of hypothesis 5 stresses that there is significant relationship between follow-up and market share at correlation coefficient r •'744a is greater than the decision criterion.

From the decision rule, it implies that we accept the alternate hypothesis and reject the null hypothesis because r is greater than 0.05 level of significance, which states that there is significant relationship between service rebranding and market share. The F- statistic test value of 608.432 is statistically significant. The Durbin-Watson statistic of 2.890 is statistically significantly because it greater than the criterion value of 2.0 for decision making, this illustrates the presence of autocorrelation in the model specification.

DISCUSSION OF FINDINGS

The results of research questions and hypotheses were used to draw-up the findings of this study. They are:

Service rebranding and customer value of telecommunication firms

The renegotiation of services is an important arsenal to remedy the failure of services that affects the market penetration of telecommunications companies in the market. Here, companies are updating their products with a new name, logo, and concept, package to represent a brand new product to allow existing and future customers to embrace the product. This result is in line with the position of Muzellec and Lainbkin, 2006).

Service rebranding and market share of telecommunication firms

Rebranding service is used as a vehicle for service failure recovery of telecommunication firms which causes market share. Rebranding service includes log-swap attributes, value rebranding, and product awareness development to create product remembrance on customer memory. Sinclair (1999) also has the idea that rebranding creates a new image in the heart of customer thereby reviving service failure recovery.

Apology and customer value of telecommunication firms

The apology approach was identified as a key factor in restoring service failure from the result of the findings. This means that market penetration during service failure recovery is made necessary through an apology approach that shows the level of business sadness presented to the customer. This way, the sad customer is agitated for repetitive purchases. Apologizing as a tool to repair service failure allows businesses to strengthen their weak area through customer feedback. The company also offsets the customer through a cash discount method in order to gain market penetration. This study is in line with the works of Gronroos (1988). Zemke and Bell, (1990), who stated that “in response to service defects or failures, service providers take measures and implement activities to return” affected customers “to satisfaction.

Apology and market share of telecommunication firms in Port Harcourt.

The most important aspect for telecommunications companies is to dominate the market. Correcting service failure with apologies for market reinforcement means that building a market relationship is crucial for customer confidence. Apologize to the customer for a poor quality of service enables you to market relationships to expand your market share. It is a tool to rejuvenate service failure. This result i in line with the findings of Colgate & Norris, (2001).

Follow-up and customer value of telecommunication firms

Follow-up significantly influences market penetration of telecommunication. It creates information delivery on service quality to the prospective and existing customer through incessant bombarded of text message, phone calls and WhatsApp message on the product development and quality. This study concord with David (2003).

Follow-up and market share of telecommunication firms

The result shows that monitoring is significantly related to the telecommunications market share of the findings. Repeated monitoring of energy market share that enhances customer knowledge of new product development. Monitoring method slips are necessary to remedy service failure through competitive positioning. These factors include bombarded text messages, phone calls and whatsApp messages for product development and quality. This study is in agreement with David (2003).

CONCLUSION AND RECOMMENDATIONS

Service failure recovery is a business recovery tool as a result of customer service failure as a result of poor product quality that does not meet consumer expectations. Actions to integrate businesses into the market include apology, urgency, empathy, sympathy, symbolic atonement, change of name and compensation, monitoring. The findings from the findings reveal that apology, branding, and monitoring of services have had a significant impact on customer value and market share for the competitive position of telecommunications companies in Port Harcourt.

From the findings, it is recommended that:

1. The positioning of the complaining box in a strategic position should be made to enable customer lay to complain appropriately.
2. The management and response of complain should be done quickly to avert service failure again.
3. The retraining of the staff with new customer approach is necessary for competitive positioning.
4. Rebranding of a product becomes is inevitable for service failure recovery to enable competitive positioning.
5. Appropriate words for an apology should be customized to retain the customer.
6. Trade or cash discount should be incorporated into the market strategy to enable competitive positioning.
7. Service quality should be maintained.

REFERENCES

Adams, J.S. (1963). Toward an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5): 422-436.

Adams, J.S. (1965). *Inequity in social change*. In L. Berkowitz (Ed.), Advances in Experimental Social Psychology, 2(267-299). New York: Academic Press.

Andreassen, A.R. (2000). Antecedents to satisfaction with service recovery. *European Journal of Marketing*, 34(1/2): 156-175.

Arkolakis, C. (2010). Market penetration costs and the new consumers' margin in international trade. *Journal of Political Economy*, 118(6): 1151—1199.

Bearden, W.O. & Teel, J.E. (1983). Selected determinants of consumer satisfaction and complaint report.

Berry, L.L. & Parasuraman, A. (1991). *Marketing services*: Competing through Quality, New York, Free Press.

Blodgett, J.G., Granbois, D.H., & Walters, R.G. (1993). The effects of perceived justice on complainants' negative word-of-mouth behavior and repeat patronage intentions. *Journal of Retailing*, 69(4), 399-428.

Boshoff, C. (1997). The influence of selected antcedents on frontline staffs perceptions of service recovery experiences: implications for relationship marketing. *Journal of Marketing*, 62(2), 60-76.

Chowdhury M.H.K & Islam Rabiul (2003). Critical Factor in Consumer Perceptions: A Cognitive Approach. *Journal of Business Research*, 5:1-18.

David, F. (2003). Follow-up marketing: How to win more sales with less effort. Marketing Best Practices Inc.

David, F. (2013). Strategic managenent, 6th ed. USA.

Eminejomo (2011). *Studied on the effects of service recovery satisfaction on consumers' behavioral intentions*: An Application in North Cyprus Five-Star Hotels. Master of Art in Marketing Management. Eastern Mediterranean University, Gazimagusa, North Cyprus.

Farris, P. W., Neil T. B., Phillip E. P., David, J. R. (2010). *Marketing metrics: the definitive guide to measuring marketing performance*. Upper Saddle River, New Jersey: Pearson Education, Inc.

Farris, P.W., Bendle, N.T., Pfeifer, P.E., & Reibstein, D.J. (2006). *Marketing metrics: 50+ Metrics every executive should master*. Philadelphia, Pennsylvania: Wharton Press.

Folkes, V.S. (1984). Consumer reactions to product failures: An attribution approach. *Journal of Consumer Research*, 10(4), 398-409.

Folkes, V.S., Koletsky, S., & Graham, J.L. (1987). A field study of causal inferences and consumer reaction: The view from the airport. *Journal of Consumer Research*, 13(4), 534-539

Garengo, P., Biazzo, S. and Bitici, U. (2015). Performance measurement systems in SMEs: A review for a research agenda. *International Journal of Management Reviews*, 7: 2 5-47,

Garvin, David A. (1983). Quality on the line. *Harvard Business Review*, 65-73.

Garvin, David A. (1984). What does product quality really mean? *Sloan Management Review*, Fall, 25-43.

Gavin, E., & Durand, P. (1998). Complaining customers, service recovery and continuous improvement.

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.

GrOnroos, C. (1998). Marketipg Services: the case of a missing product. *Journal of Business and Industrial Marketing*, 13 (4/5):322-338.

Gronroos, C. (1998). Service Quality: The Six Criteria of Good Perceived Service Quality. *Review of Business* 9: 10-13.

Higuera, V. (2016). How to develop market penetration. UK.

Horta, I. and Camanho, A. (2014). Competitive positioning and perfonnance assessment in the construction industry, Expert Systems with Applications, 41: 974-983.

Huber, F., Herrmann, A., & Mprgan, R. E. (2001). Gaining competitive advantage through customer value oriented management. *Journal of Consumer Marketing*, 18(1), 41-53.

lacobucci, D. (Eds). *Handbook of services marketing and management*, Sage Publications, Thousand NY.

Ibrahim, M. & Abdallahamed, S. (2014). Researched on service recovery and customer satisfaction using Uganda telecom as a study. *European Journal of Business and Management*, 6(4): 197-209.

James A. F. & Mona, J. F. (2011). Service management: operations, strategy, information technology, 136.

Jiangang, D. X. F & Tianjun, F. (2010). An experimental investigation of the role of face in service failure and

Jo, A.M., Duff', M. & James B. B. (2006). Banking customers' varied reactions to service recovery strategies. *Journal of Marketing Research*, 20(1), 2 1-8.

Kelley, S.W., & Davis, M.A. (1994). Antecedents to customer expectations for service recovery. *Journal of the Academy of Marketing Science*, 22(1). 52-6 1

Kenney, J. F. and Keeping, E. S. (1962). Linear Regression and Correlation. Ch. 15 in Mathematics of Statistics, Pt. 1, 3rd ed. Princeton, NJ: Van Nostrand, 252—285

Kwortnik, R. (2010). International encyclopedia of hospitality management. London, United Kingdom: Routledge.

Lapidus, R.S., & Pinkerton, L. (1995). Customer complaint situations: An equity theory perspective. Journal of Psychology and Marketing, 12(2), 105-118.

Lewis, B. R. (1996). *Service promises, problems and retrieval*. Working Paper. Paper presented at the QUIS, Karistad.

Mcray, J. (2015). Leadership Glossary: Essential Terms for the 21' Century. Credo References. Mission Bell Media.

Muzellec, L.; Lambkin, M. C. (2006). Corporate rebranding: destroying, transferring or creating brand equity. *European Journal of Marketing*. 40 (7/8): 803—824.

Nazarpoori, A.H., Hakkak, I.M., & Mohammadi, I. M., (2014). Analysis and identification of competitive positions of companies operating in Iranian battery industry using hierarchical analysis. *Journal of Asian Scientific Research*. 4(12): 74 1-756

Oliver, R.L. (1997). Satisfaction: A behavioral perspective on the consumer. McGrawHill, New York, NY.

Richardson, M., & Evans, C. (2007). Strategy in Action Applying Ansoffs Matrix. *Manager: British Journal of Administrative Management*, (59), i-ui.

Roeckelein, J. E. (2018) Elsevier's Dictionary of 1sychologica1 Theories. Credo Reference. Elsevier B.V. Retrieved 21 October 2018.

Rossister J. Peryl, (1987). Advertising and Promotional Management, Mc. Grow Hill Book. Corn.

Rostek, K. (2012). The reference model of competitiveness factor for SME medical sector, *Economic Modeling*, 2039-2048.

Schroder, H. (2015). Integrated sales and marketing management: Successful integration of marketing and sales after mergers & acquisitions. Hamburg, Germany: Anchor Academic Publishing. 10.

Schweikhart, S.B., Strasser, S. & Kennedy, M.R, (1993). Service recovery in health service organizations.

Scott I A. & Fred, C. (1996). Competitor orientation: Effects of objectives and information on managerial decision and profitability. *Journal of Marketing Research. American Marketing Association*. 23: 188-199.

Simonson, I. & Amos, T. (1992). Choice in Context: Tradeoff Contrast and Extremeness Aversion, *Journal of Marketing Research*, 29: 281-295.

Sinclair, Roger (1999). The Encyclopedia of Brands & Branding in South Africa. 15.

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), 356-362.

Snelders, Dirk and Jan P.L. Schoormans (2000). Are abstract product qualifications more subjective? A test of the relation between abstraction level and opposite naming," *Advances in Consumer Research*, 26: 584-587.

Stauss, B., & Wolfgang, S. (2005). Complaint Management. The Heart of CRM. Mason, OH: Thomson.

Swanson, S.R., & Ke11ey S,W. (2001). Service recovery attributions and word-of-mouth intentions. European Journal of Marketing, 35(1/2), 194-211.

Swether, A. (2019). Apology Essay: How to address apology to customers. Hot.spot.com

Tax, S.S. & Brown, S.W. (2000): Service recovery: research insights and practices, in Schwartz, T.and

Tax, S.S., Brown, S.W. & Chandrashekaran, Mi (1998). Customer evaluations of service complaint recovery encounters. Journal of Consumer Marketing, 27(7), 584-593.

Weiner, B. (1980). A cognitive (attribution)-emotion-action model of motivated behavior: An analysis of judgments of help-giving. *Journal of Personality and Social Psychology*, 39(2), 186-200.

Weiner, B. (1985). An attribution theory of achievement motivation and emotion. *Psychological Review*, 92(4), 548-573.

Woodruff, R. B. (1997). Customer value: The next source for competitive advantage. *Journal of the Academy of Marketing Science*, 25(2), 139-153.

World Factbook, (2014). Communications: Nigeria: Central Intelligence Agency. USA.

Yi, Y. (1990). *A critical review of consumer satisfaction*. In Zeithaml, V. (Ed.), Review in Marketing 1991, American Marketing Academy, Chicago, IL.

Zemke, R. & Bell, C. (2000). Knock Your Socks Off- Service Recovery, 1st ed. New York: Amacom.