

CUSTOMER SATISFACTION AND LOYALTY AFTER A DOUBLE DEVIATION: THE FUNDAMENTAL ROLE OF PERSONALIZED REPAIRS AND RELATIONAL, NON-TRANSACTIONAL MANAGEMENT

Abstract :

The repair of service failures has been widely studied, but few studies have addressed the situation where the repair fails to satisfy customers, creating a double deviation. This situation can generate negative emotions, which in turn can lead to behaviors that are highly detrimental to the business. It is therefore crucial to find effective strategies to prevent these negative behaviors and regain customer satisfaction and loyalty after a double deviation. A qualitative study explored ways to remedy this situation. The results suggest (1) a better understanding of customer emotions (2) the key role of personalizing repairs and (3) the need for relational, non-transactional management.

Key words: *double deviation, negative emotions, repair personalization, relational management, satisfaction/loyalty*

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INTRODUCTION

The literature on service repair can be divided into two main categories: (1) repairs following initial service failures, referred to by some researchers as “single deviations” (Suresh and Chawla 2022), and (2) repairs related to double deviations, which occur when a service failure is followed by a failed repair attempt, amplifying feelings of injustice and dissatisfaction among customers (Grégoire et al. 2019). The term “double deviation” was coined by Bitner, Booms and Tetreault (1990) to describe the failure of both the initial service and its subsequent repair. However, the vast majority of research focuses on the first theme, namely service failure treatment, which is more commonly known as “service failure recovery”. This topic has received particular attention from many researchers (Valentini, Orsingher and Polyakova 2020), in contrast to double deviations, which have been little studied to date (Suresh and Chawla 2022). When double deviation situations occur, companies run the risk of losing customers permanently (Man 2022).

The statistics published in 2020 by Customer Care Measurement & Consulting (CCMC) on customer dissatisfaction indicate that 66% of American households experienced at least one issue with products and services. Moreover, over half of these customers reported not receiving an appropriate response, exposing them to a double deviation. In this regard, CCMC highlights a potentially significant risk, with estimates reaching up to \$494 billion in potential revenue losses for American companies in the event of inadequate complaint handling (CCMC 2020). According to Van Vaerenbergh et al. (2019), managers and researchers have yet to effectively manage service failures. According to these researchers *“One of the key drivers of poor recoveries might reside in the current static, transactional approach to recovery”*.

Double deviations, as Man (2022) points out, tend to generate significant dissatisfaction among customers, triggering a cascade of negative emotions. These intense emotions don't stay dormant, as they can quickly translate into resistance and revenge behaviors (Lee et al. 2021; Roux 2022). For all these reasons, double deviations present a considerable challenge for companies that is far more complex than that of single deviations (Lee and Park 2010). Although most studies have examined dissatisfaction by focusing primarily on cognitive appraisal such as the disconfirmation process or perceived fairness, Giese and Cote (2000) indicate that appraisals related to (dis)satisfaction can be both cognitive and affective, or even both. This perspective is supported by the research findings of Lee and Park (2010), who reveal the existence of emotional distress and perceptions of interpersonal injustice among customers during a failed repair (double deviation). Their results also highlight an increase in negative emotions and a decrease in perceptions of justice among customers after a double deviation.

Furthermore, it is observed that many studies recommend similar remedies for single and double deviations, including measures such as compensation, rapid response, apology, initiation of repair (Chou 2015) and the promise that the failure will not recur in the future (Van Vaerenbergh, Larivière and Vermeir 2012). But are there any particularities about repairs after a double deviation? In this context, crucial questions arise: how can the company effectively manage dissatisfaction and appease the anger of customers faced with a double deviation? What are consumers' specific expectations in this complex situation? How can it re-establish a lasting relationship of trust with its customers after this double failure?

To explore these questions, our research aims to fill this gap by exploring in depth the specific repairs required for double deviations, while taking into account key variables such as consumers' negative feelings in order to better manage them. To this end, we conducted a qualitative study through semi-structured interviews with 26 consumers who had experienced a double deviation. The results of this research make several contributions. From a theoretical point of view, this research contributes to deepening the understanding of double deviations, in particular through an explanation by the notion of violation of the psychological contract. The analysis of the results of the empirical study leads to proposing several hypotheses on the effectiveness of personalized repairs and the need for a more relational management. This research also leads to managerial recommendations concerning the operational management of double deviations in order to restore relationships with customers and avoid harmful behavior.

This paper is structured as follows: (1) The literature review will be presented, (2) followed by a description of the qualitative study methodology, (3) and the study results will be presented and (4) discussed. Finally, the theoretical and managerial implications will be presented, as well as the limitations and future directions of the research.

Literature review

Despite the abundance of literature on the importance of service recovery and best practices in managing this process, it is often found to be performed unsatisfactorily (Basso and Pizzutti 2016). Indeed, research has shown that when service recovery fails or falls short of customer expectations, this usually leads to a significant breakdown in trust in the company (Pacheco et al. 2018).

In the context of double deviations, customers are faced with a situation where the company fails to effectively manage a single deviation (Basso and Pizzutti 2016). Numerous studies have examined the impact of ineffective service

repairs on customer dissatisfaction. This research indicates that failed or ineffective service repairs have the same negative impact on customers as no repair at all (Suresh and Chawla 2022).

To gain a better understanding of this research area, we will address the following points in this section: (1) An analysis of double deviation as a violation of psychological contracts, (2) The strong emotions it triggers in consumers, notably anger and dissatisfaction, and finally, (3) An examination of the pivotal role of justice in managing these emotions.

The double deviation as a perceived violation of psychological contracts

According to Fang and Chiu (2014) in the dynamic between buyer and seller, it is common to view the buyer as the relatively vulnerable party, while the seller often holds more power in the transaction. Double deviation can occur when this power of the seller is abused, for example by refusing a refund, which can lead to the dissolution of the relationship between buyer and seller. This can be interpreted as a violation of the psychological contract (PCV) that exists between consumers and seller, and this is likely to generate negative emotions such as anger and dissatisfaction (Fang and Chiu 2014). Rousseau and Tijoriwala (1998) define the psychological contract as *“an individual’s belief in mutual obligations between that person and another party”*.

Although psychological contract violation has been primarily studied in employee-organization relationships, researchers such as Pavlou and Gefen (2005) have explored its role in buyer-seller relationships. Every interaction between a buyer and a seller is influenced by a psychological contract, going beyond the formal provisions of the legal contract (Pavlou and Gefen 2005; Theotokis et al. 2012). PCV arises when buyers feel that the seller has failed to meet the obligations specified in the psychological contract (Niehoff and Paul 2001; Theotokis et al. 2012). Thus, psychological contract violation refers to buyers’ perception of having been treated badly with regard to the terms of an exchange agreement (Pavlou and Gefen 2005). For Hill et al. (2009), this psychological contract violation may have its roots in the seller’s failure to meet its obligations or promises in terms of perceived justice. However, while PCV has been widely studied in employee-organization relationships, its impact and relevance in buyer-seller relationships remains relatively unexplored (Malhotra et al. 2017).

Emotions caused by double deviations

Emotions are a complex phenomenon encompassing both mental and physical aspects (Stephens and Gwinner 1998). In the context of services, emotions are of particular importance, as they exert a significant influence on individuals’ reactions to the often complex events and interactions associated with services (Fang and Chiu 2014). Moreover, emotions can play a crucial mediating role in the relationship between perceptions of justice and customer loyalty when it comes to service repair (DeWitt, Nguyen and Marshall 2008).

Among the emotions that frequently emerge in response to double deviations, anger and dissatisfaction are particularly notable (Xu and Wu 2018). Fang and Chiu (2014) specifically examined these two emotions as emotional reactions to unsatisfactory service experiences. Anger and dissatisfaction have a significant influence on how customers evaluate the company after experiencing a double deviation, and can strongly impact their propensity to recommend the company positively or negatively (Mehmood, Rashid and Zaheer 2018).

Research in this area focuses on customer evaluation and perception, particularly with regard to the (in)justice that influences dissatisfaction and the behaviors adopted by customers (Lee et al. 2021). All three levels of justice theory can contribute to the management of customer dissatisfaction, including distributive justice, which concerns the compensation provided by the firm, procedural justice, which focuses on the procedures implemented by the firm to manage dissatisfaction, and interactional justice, which concerns the quality of exchanges and interactions mobilized by the failing firm (Putra and Yasa 2021). Moreover, the perception of injustice can trigger intensely negative feelings (Nisar Khattak, Zolin and Muhammad 2020) such as customer anger (Bambauer-Sachse et al. 2022) and loss of trust (Kaufmann, Carter and Esslinger 2018). Customers also feel that the company has not lived up to its relational commitments (de Ruyter and Wetzels 2000). Faced with such a situation, customers are likely to translate these feelings into unfavorable behaviors towards the failing company, such as Exit (Hirschman 1970), change, revenge or avoidance (Bechwati and Morrin 2003). These double deviations are also seen as a waste of time and money for customers (Liao 2007), associated with difficulties in contacting the company or asserting their rights, as well as money spent without receiving the expected service.

Customer anger in service: origins, triggers and relational implications

According to McColl-Kennedy et al (2009), service failures that are not satisfactorily resolved have the potential to trigger customer anger, an emotion frequently associated with episodes of customer rage. This anger can be an indicator of various sources of dissatisfaction, including dissatisfaction with an action, dissatisfaction with treatment, or a perceived violation of justice (McColl-Kennedy et al. 2009).

Moreover, the relational elements of exchanges, particularly in the context of services, often elicit more intense

emotional responses than transactional elements (Bailey, Gremler and McCollough 2001). These socio-emotional exchanges, also known as relational contracts, become essential in understanding customers' emotional responses (Fang and Chiu 2014). Furthermore, in the context of relational psychological contract violation (PCV), consumers are likely to experience intensely negative emotions in the face of procedural or interactional injustice regardless of the final outcome (Fang and Chiu 2014). According to these researchers, angry customers may express their dissatisfaction destructively. This destructive voice represents a mechanism by which the consumer seeks to regain power in response to a double deviation.

Although the concept of the relational contract may appear less tangible than that of the transactional contract from a business perspective, it is essential to stress that fair procedures and interactions can help reduce the economic costs of complaints. Consequently, they can reduce the compensation required to achieve distributive equity (Tax and Brown 1998).

Dissatisfaction in the context of double deviations and its emotional implications

Dissatisfaction, as a complex emotion, occupies a crucial place in customers' reactions when faced with double deviation situations (Fang and Chiu 2014). This emotion is associated more with the undesirable outcome of an event than with its underlying cause (Bougie, Pieters and Zeelenberg 2003). It frequently finds its source in violations of the psychological contract, generating a sense of unpleasantness in individuals (Tomprou, Rousseau and Hansen 2015). In a transactional context, psychological contract violation (PCV), particularly distributive injustice, is shown to be directly linked to consumer dissatisfaction (Fang and Chiu 2014). This association stems from the economic imbalance resulting from a double deviation (Fang and Chiu 2014). Transactional PCV focuses primarily on outcomes in terms of economic, tangible, short-term and extrinsic characteristics (Conway and Briner 2005). In other words, when the service provided fails to meet the customer's expectations, this can lead to dissatisfaction linked to distributive injustice, fueling a series of negative emotions. Dissatisfaction in this context is an emotional response that arises directly from a service experience that fails to meet customer expectations (Fang and Chiu 2014). This experience can include situations where service quality, communication or problem resolution fall short of the standards expected by the customer. It is important to note that this dissatisfaction is not a static reaction, but rather a dynamic emotion that can evolve depending on the circumstances (Fang and Chiu 2014). Moreover, significant correlations have been established between dissatisfaction and anger (Folkes, Koletsky and Graham 1987).

Justice theory for managing injustice

Justice is an essential concept for understanding human reactions to conflict, and has been widely explored in the literature about service recovery (Varela-Neira et al. 2008; Vázquez-Casielles et al. 2012). Justice theory, based on the notion of perceived justice, has its roots in social exchange theory, whose origins can be traced back to Blau (1964) and Adams (1965). Perceived justice, at the heart of much marketing research, is identified as a pillar in the formation of customers' evaluative judgments in the face of organizations' responses to double deviation (Mattila and Cranage 2005; Zou and Migacz 2022). According to this theory, individuals assess the fairness of an exchange by comparing the ratio of their results and investments to those of other participants in the exchange relationship (Adams, 1963). This notion is subdivided into several dimensions, notably distributive justice (fairness of outcomes), procedural justice (fairness of procedures) and interpersonal justice (fairness of interactions). These dimensions prove crucial to understanding how customers perceive the repair of a double deviation and how this influences their emotional and behavioral reactions (Ellyawati 2017).

Cognitive theories of emotion, underpinned by the work of DeWitt et al. (2008) stipulate that the perception of fairness in service repair efforts has an impact on customers' emotional responses, such as disappointment, happiness and pleasure. These emotions, in turn, exert an influence on customers' attitudinal and behavioral loyalty (Choi and Choi 2014). Hence, to assess the extent to which the repair process is perceived as fair by the customer, several questions arise: Does the customer feel that he or she has obtained a fair result (distributive fairness)? Does the customer feel they have been treated with courtesy and respect (interactional fairness)? Does the customer feel that the company's decision-making procedures were fair (procedural fairness)? These elements are essential to understanding how customers react to deviations and their redress (Smith et al. 1999).

Methodology of the qualitative study

The objective of this exploratory study is to identify the specific expectations of customers who have experienced a double deviation situation in order to determine how the company can effectively manage customer dissatisfaction and appease their anger, with the aim of reestablishing a lasting trust relationship with its clientele. A convenience sample of 26 dissatisfied customers (50% female; see Annex A) who have experienced a double deviation situation agreed to participate

in this research through semi-structured individual interviews.

Respondents were recruited in two ways. Twenty respondents were recruited through the website www.ma-reclamation.fr¹, where they had provided their contact information in the hope of being contacted by the failing company. The remaining six respondents were recruited through personal connections. The respondents ranged in age from 21 to 67 and came from various socio-professional categories. The average interview duration was about forty-five minutes, ranging from twenty minutes for the shortest interview to two and a half hours for the longest one. The interview guide was developed based on document analysis, research objectives, and research questions. It was structured around the following themes:

- The type of double deviation experienced;
- The approach adopted by the company [repairs (distributive justice) – procedures (procedural justice) – quality of interactions (interactional justice)];
- The emotions felt by the customers;
- The decisions made;
- Customer expectations in terms of repairs;

All interviews were conducted by telephone, as the interviewees lived in different parts of France. As the interviews progressed, the amount of new information diminished. We therefore decided to stop the interviews when they no longer provided any new information (saturation). The interviews were recorded and fully transcribed. They were then coded and analyzed thematically using NVivo 12 software (see Appendix B). Content analysis makes it possible, according to Gavard-Perret et al. (2018), to “*identify consumers’ attitudes, intentions, beliefs, stereotypes (...)*”, as well as to “*compare responses in terms of interests, opinions, associations of ideas, expectations, etc.*”. Thus, the thematic analysis (Gavard-Perret et al. 2018) we carried out consisted of a complete and in-depth exploration of emerging themes and to find certain recurring themes among the various respondents such as feelings and emotions experienced (injustice - anger - powerlessness...), as well as customer decisions and expectations.

RESULTS²

Three main results emerge from the analysis. (1) A better knowledge and understanding of customer emotions following a double deviation. (2) The importance of personalizing repairs to manage double deviations more effectively and appropriately. (3) The need to adopt a relational rather than transactional process to appease customers’ negative emotions and ensure continuity of the relationship.

Emotions caused by double deviations

Emotions play a crucial role in customers’ decisions and behaviors (Sharma et al. 2023). That’s why we focused our study on the emotions felt by customers following a double deviation. Our qualitative approach enabled us to identify several negative emotions that frequently recurred among participants. Topping the list were (1) anger, (2) a sense of injustice and (3) powerlessness, all of which were widely shared by respondents, forming a common denominator.

However, it is essential to note that customers expressed other emotions, including (4) incomprehension. This emotion stems from the many unanswered questions linked to the company’s multiple failings. Customers questioned the non-delivery of their parcels, the cancellation of their flights and the company’s failure to meet its commitments. This intensified their negative emotions. In addition, (5) a persistent feeling of lack of consideration emerged. This feeling stems from customers’ perceived violation of psychological contracts, whether transactional or relational. Customers felt that they had suffered distributive injustice due to the absence of adequate redress, if not redress at all. They also felt procedural injustice in the face of the company’s non-responsiveness or long waiting times for redress. In addition, interactional injustice was felt due to the mediocre quality of exchanges with the company, characterized by a lack of response from the organization and a customer service department deemed incompetent. All these elements contributed to reinforcing the customers’ negative emotions, generating great anger towards the offending company.

The perceived violation of psychological contracts and the resulting negative emotions had a significant impact on customers’ decisions towards the company, as highlighted by the following testimony from customer N°20. This underlines the crucial importance of taking these emotions very seriously and putting in place appropriate measures to address them.

¹ Free and open website for all customers who want to express dissatisfaction with a brand following an encountered issue.

² The names of the offending companies have been masked with *.

“So far, my experience has been particularly disappointing and very frustrating. I have never received reminders or even a simple personalized email. All I got were automated messages that seemed completely out of context. Honestly, it makes me feel like the company has no respect for its customers. [...] We are extremely angry! Especially that they don't respond to us! And frustrated not to be able to reach them in any way! To feel helpless! [...] In the very beginning, when we called, we had to wait for hours and hours to get someone to tell us they don't know what to do! After that, we never managed to get ahold of anyone! [...] What's certain is that we will never choose this company again! And we've told everyone in our circle about it! “ (Respondent No. 20).

The importance of personalized repairs

During the interviews, whenever the subject of necessary repairs and ideal management to effectively remedy the crisis situation was raised, customers expressed their desire for a more personalized approach. In addition, among the interview guide questions posed to interviewees was the following: “If you were in the company's shoes, how would you handle this crisis?”

The unanimous response from customers was that they would opt for a personalized approach. They demanded solutions tailored to their specific situation, such as the option of choosing between a credit note and a refund, rather than generic repairs “imposed” by the company.

Consumers also wanted to be able to choose between a fast, even immediate repair, and the possibility of being patient before obtaining a repair or compensation. They felt that their financial situation varied, so the solution that suited one was not necessarily suitable for another.

By way of illustration of this claimed personalization, a number of verbatims can be presented:

“As a business owner, I was prepared to wait up to 6 months to receive a credit or a refund, given that my financial situation allowed for it, unlike other passengers. However, this was contingent on the company's commitment to taking the necessary actions within that timeframe and honoring its commitments. Yet, despite the company's cancellation of this flight to New York, I had to struggle for a whopping 18 long months, which is a year and a half, to finally obtain my €1,000 refund due to the company's chaotic management!” (Respondent No.17).

“I lost €354! It created a huge hole in my budget due to my already difficult financial situation! The months following this incident were very tough for me financially. I needed an immediate refund to repurchase the product in question. Yet, despite all the steps I took with the company, the mediator, and a consumer association, I still haven't received my refund. I feel very, very angry, completely powerless, and helpless against this company. I wish someone could help me get my money back!” (Respondent No. 4).

This expectation of customers in the context of double deviation aligns with the concept of personalization, as highlighted by Chandra et al. (2022). Personalization involves tailoring products or services to meet individual preferences, reducing cognitive load and decisionmaking time for customers. It plays a pivotal role in marketing, providing easier access to information, assisting in achieving professional objectives, and acknowledging individual differences.

The need to adopt a relational rather than a transactional process

In the context of a simple deviation, adopting a transactional approach to repair, such as the one presented in Appendix C, may be appropriate and even satisfactory for customers. Given that any company is likely to encounter service failures, when a customer contacts the company to report a problem, and the company responds promptly while offering a repair in line with its pre-established strategy, this transactional approach may suffice in the case of a single deviation. However, it is important to note that this transactional management does not allow the customer to play an active role in the repair process, which essentially flows from the company to the customer, without any real exchanges to find a compromise that suits both parties.

On the other hand, when customers face a double deviation, i.e. a situation where they suffer a double penalty, it is often perceived as a violation of transactional and relational psychological contracts (Xu and Wu, 2018). This situation leads not only to dissatisfaction, but also to feelings of injustice and powerlessness. In such cases, a relational approach becomes essential to restore the balance of exchanges as required by respondent N°25.

As part of this relational process, customers can play an active role, and their participation is crucial. They can actively contribute to the repair process by expressing their needs and having a say in finding solutions. This relational process enables the company to respond to the perceived powerlessness and injustice felt by customers, with the aim of providing repairs that meet their expectations and thus guarantee their satisfaction and loyalty.

"I never received my package, which was a birthday gift sent by my sister through this transport company! What deeply frustrated me was that they seemed to completely disregard the customer's feelings, that sense of loss, and the need for trust in the service they were supposed to provide. In a customer relationship, it's not just about managing the technical aspects but also addressing customer concerns and reassuring them. Even in the case of a lost package, there are always ways to reassure the customer by guaranteeing that every effort will be made to locate it and by keeping them informed at every step. Reassuring behavior can make all the difference in a complex situation like this. [...] It feels like hitting a brick wall, which leads to extreme anger. Moreover, this situation raises numerous questions, a sense of helplessness, and even a deep feeling of injustice!" (Respondent No. 25).

DISCUSSION

The Importance of Personalization and Customer Relations in Winning Back Customers

The qualitative study has brought to light several key findings. Firstly, a clear distinction emerges in the approaches that businesses must take in addressing double deviations as compared to single deviations. Due to the heightened intensity of emotions and reactions provoked by double deviations compared to single ones, it becomes imperative to adopt a more nuanced approach to manage these crisis situations and their subsequent repairs. This nuanced approach aims to pacify customer anger while allowing the company to maintain ongoing and fruitful relationships with its clientele. This can be achieved thanks to personalized repairs.

According to Surprenant et Solomon (1987), personalization is a method aimed at recognizing the uniqueness of each individual by offering products tailored to their preferences. For Polk, Tassin et McNellis (2020), personalization is a process that seeks to establish a relevant and individualized interaction to enhance the customer experience. Many companies attach significant importance to personalization to achieve their business objectives. In this regard, Sunikka et Bragge (2012) state that personalization involves offering the right product and service to the right customer, at the right time and place. However, what about personalization of repairs after the transaction has already taken place?

Many companies tend to offer generic solutions and repairs when problems arise, rather than personalized ones. This overlooks the specific needs and expectations of customers, revealing a gap between the potential of personalization and its effective implementation in the case of a double deviation.

"Personalization requires customer engagement to cocreate a personalized experience" (Chandra et al. 2022). This statement accurately highlights the expectations of customers facing a double deviation. These customers demand a more pronounced involvement from companies in the repair process. This involvement can take various forms, starting with active listening. Customers who have experienced a double deviation have an urgent need to express their dissatisfaction, anger, disappointment, and even make complaints about the company's handling, which has turned a simple deviation into a double one. They also desire an open dialogue with the company, where they can receive explanations and avoid the company adopting a passive attitude toward their emotions and queries. The absence of exchange and interaction could further exacerbate the situation, underscoring the importance of adopting a relationship management approach.

The company must avoid being perceived as indifferent to customers' feelings and what they have endured. Facilitating and encouraging exchanges are major demands of customers. These interactions will enable the company to establish closeness with its clientele and gain a better understanding of each individual's expectations regarding desired repairs. Therefore, exchanges are essential for identifying repair needs, while personalization allows for the proposal of tailored and specific solutions for each customer. (Chandra et al. 2022) indicates that the goal of personalization is to increase customer satisfaction by improving the quality of decisions, thereby promoting customer loyalty. Peppers et Rogers (1997) emphasizes that a thoughtful implementation of personalized marketing has the potential to enhance the perceived value by the customer by expanding the scope of the customer-company relationship.

In our empirical study, customers reproach companies for their lack of availability and commitment, and sometimes their complete absence when issues arise. This deficiency in a company's responsiveness elicits emotions such as anger, a sense of injustice, and a profound feeling of powerlessness in customers regarding the company. Furthermore, customers criticize the absence of personalization in customer relationship management. Even as companies strive to personalize their marketing offers to reach a broader audience (Pahalad et Ramaswamy 2000), consumers find that this personalization is lacking when it comes to addressing postpurchase issues. During an incident, companies tend to offer standardized and generic repair solutions. By providing repair solutions that are carefully tailored to the individual needs of their customers, companies have the opportunity to go beyond mere issue resolution. This personalized approach is not only beneficial for solving problems, but it also plays a crucial role in enhancing customer loyalty and establishing long-term and sustainable relationships.

Through personalized repairs, companies would demonstrate that they genuinely understand the specific needs

and concerns of each customer. This demonstration of attention and consideration would create a deeper emotional connection between the customer and the company. When customers feel understood and acknowledged, their satisfaction naturally increases (Söderlund et al. 2022). Furthermore, personalized repairs also show that the company is willing to invest time and resources to ensure the customer is fully satisfied. This strengthens the customer’s perception that their experience and satisfaction are a priority for the company, thereby enhancing trust in the relationship. These higher levels of satisfaction and trust are closely linked to customer loyalty (O’Sullivan et McCallig 2012). When customers are satisfied and have trust in a company, they are more likely to continue doing business with it in the future (Gounaris 2005). They are also more likely to recommend the company to others, thereby contributing to customer base growth (Pansari et Kumar 2017).

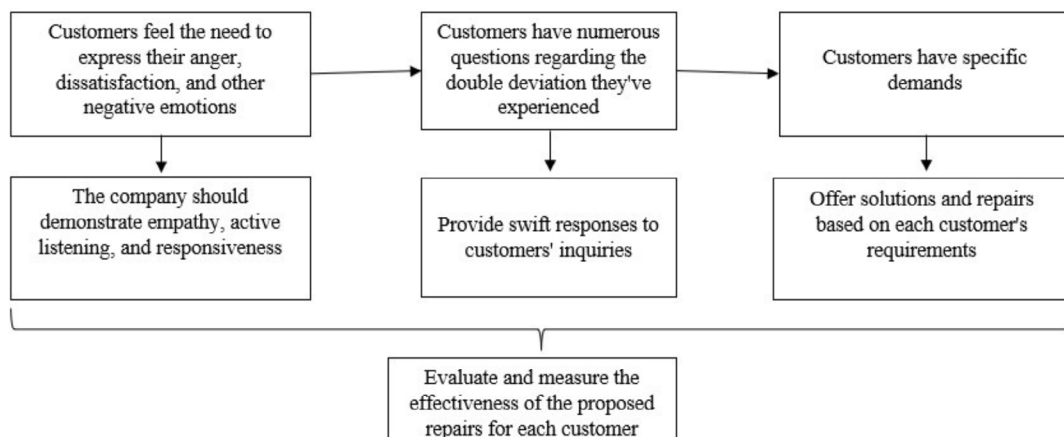
According to respondents, swift and individualized issue management could help mitigate the damage to the company. In contrast, when the company does not take responsibility, customer dissatisfaction increases, fueling extremely negative emotions and perceptions, equivalent to a breach of psychological contracts. In such scenarios, customers are motivated to do everything in their power to resolve their issues, including forming collectives against the company, publicizing their issues through the press or social media, or seeking assistance from consumer rights advocacy associations (Weitzl 2019). Consequently, when poor failure management is highly publicized, its management becomes more complex for the company (e.g., JetBlue’s Valentine’s Day Crisis and Dave Carroll’s United Breaks Guitars). Furthermore, the company risks permanently losing its current customers and discouraging potential customers influenced by the double deviation experience suffered by the company’s customers.

However, in the face of this double blow suffered by consumers, it seems imperative that companies implement a process aimed at repairing the deteriorated relationship rather than a purely transactional process. The relational aspect is essential for addressing the perception of psychological contract violation and the resulting cognitive and emotional evaluations. These evaluations can lead to strong negative emotions such as anger, a sense of injustice, and powerlessness. For this reason, the transition to a relationship-oriented repair process is of paramount importance, as this process goes beyond merely fixing a problem. It aims to rebuild trust and seeks to provide value to customers to counteract the feelings of powerlessness and lack of consideration mentioned by several interviewees.

Personalization Process in the case of a double deviation

The personalization process in marketing is iterative and involves multiple stages (Adomavicius et Tuzhilin, 2005). According to these researchers, it can be condensed into three distinct phases: understanding the customer, proposing personalized offers, and evaluating the impact of personalization. Moreover, Vesanen et Raulas (2006) suggests that this personalization process can be generalized to be considered as a co-creation of value between marketers and customers. This becomes particularly relevant given the heterogeneity of customers in terms of value, knowledge, orientation, and relationships (Chandra et al. 2022). Following our study, we present a diagram (Figure 1) that illustrates the personalization process for repairs that can be implemented in the case of a double deviation.

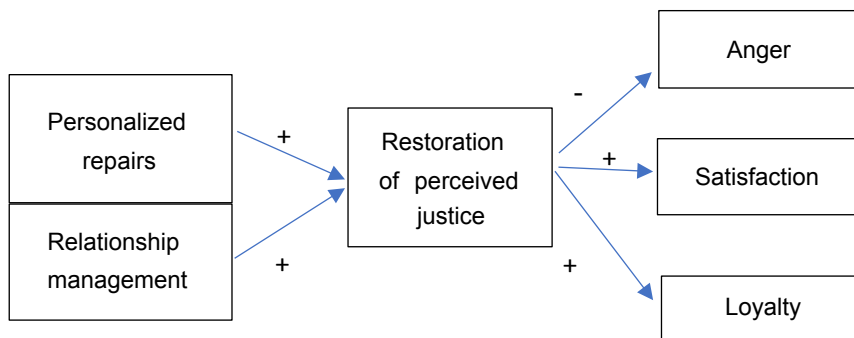
Figure 1
Personalization process for repairs in the case of a double deviation



Peppers, Rogers et Dorf (1999) states that personalized marketing, also known as relationship marketing or customer relationship management, involves the willingness and ability to adjust one's behavior towards each individual customer. Such a management approach can help the company reconnect with its customers, reestablish the closeness that was disrupted due to this double deviation, and personalization can be a key to regaining the trust and esteem of customers in the failing company.

In summary, adopting a transactional approach may suffice to manage single deviations, while double deviations require personalized repairs and a more engaged relational approach, where customers actively participate in restoring the balance of the exchange and the relationship. This proactive approach appears essential to ensure customer satisfaction and loyalty. As a synthesis, Figure 2 below illustrates the main hypothesis suggested by our research. It explores the impact of personalized reparation and relational management on the double deviation suffered and their impact on perceived justice. This justice aims to reduce anger and increase customer satisfaction. This model could be tested by a future quantitative study.

Figure 2
How to repair a double deviation



CONCLUSION

This research aims to understand how can the company effectively manage dissatisfaction and appease the anger of customers faced with a double deviation. According to customer feedback, the failure itself is not the most worrying aspect. What is more worrying is the way in which companies decide to handle the situation. The absence of appropriate assistance in such circumstances tends to aggravate and complicate the situation further.

Many studies have primarily focused on managing single or unique deviations, offering standardized repairs that can be generally applied. Several works related to double deviation suggest repairs similar to those of single deviation. However, our results suggest that double deviation requires differentiated approaches and management, better suited due to its more pronounced impact on customer evaluations and emotions. While many companies focus primarily on distributive justice, the results of our study show that in the event of double deviation, it is essential that companies pay particular attention to interactional and procedural justice. Distributive justice can compensate for customers' economic loss, while interactional and procedural justice can influence customers' emotional and relational aspects. Indeed, double deviations imply the presence of two simultaneous problems, making standardized solutions less effective. Therefore, it is imperative to revisit repair strategies for double deviations, considering their complexity and specificity. Companies should prioritize a relational approach to appease customer anger. They should develop more personalized and situation-specific approaches for double deviations, taking into account individual customer needs and offering tailored solutions. This research highlights the importance of recognizing and treating double deviations differently from single deviations.

In conclusion, by adopting a personalized repair approach that actively integrates customers into the problem-solving process, companies can not only resolve difficulties, but also build strong relationships with their customers. This can result in increased satisfaction, strengthened trust, and lasting loyalty, all of which are essential to maintaining successful longterm relationships even after experiencing a double deviation.

Theoretical contribution. Over the past thirty years, many researchers have focused on the treatment and repair of service failures. Although some studies have mentioned double deviation, few have examined the specific requirements that double deviations necessitate. Furthermore, to our knowledge, (1) no research has yet examined repair customization as a solution for effectively dealing with double deviations to ensure the continuity of the company's relationship with its customers. The aim of this personalization is to restore the justice claimed by customers and remedy perceived powerlessness. It is therefore an essential contribution of the present research. Additionally, (2) transactional remedies may suffice to satisfy customers in the case of a single deviation, whereas in the context of a double deviation, these remedies might be perceived as inappropriate and could prove insufficient. Furthermore, they do not provide customers with the opportunity to interact with the company to restore the balance disrupted due to the violation of the psychological contract. This finding represents another significant contribution of the present research. (3) We propose several new hypothesis to be tested in order to deepen our understanding of effective way to manage double deviation.

Managerial Implications: In the delicate context of a double deviation, overcoming the critical situation in which the company finds itself is a major challenge, crucial for its reputation and long-term survival. In this regard, (1) personalized repairs can more precisely address customers' expectations and requirements, thereby contributing to strengthening their loyalty to the company. (2) These repairs provide the opportunity for the company to address the perceived violation of psychological contracts by customers, thus restoring fairness and balance in the exchange dynamics. (3) Personalized repairs play an essential role in rebuilding customers' trust, thanks to the perceived empowerment that customers can gain throughout the relational process involved in the repair strategy.

On the other hand, exploring the role of tracking and analyzing customer data as an organizational competence emerges as a central lever to detect, anticipate, prevent, and monitor double deviations. This technological and predictive capability goes beyond contributing to organizational memory; it also serves as a valuable tool for personalizing interactions with customers. By judiciously harnessing the power of customer data, companies can proactively address potential issues, improve customer satisfaction, and cultivate a more resilient and customer-centric organizational culture, benefiting both customers and the company as a whole.

Limitations and research avenues. This study has its limitations, due to its exploratory nature and the use of qualitative methods, which may make it difficult to generalize the results. It would therefore be necessary to validate, measure and empirically test these results and the suggested model through a quantitative survey. Furthermore, it is important to note that the sample used in this study is small, which may restrict the generalizability of the results. To enhance the study's representativeness, it would be interesting to expand the sample by including a larger number of participants from various populations and contexts. Furthermore, for cross-sector comparisons, future research could investigate how personalization is implemented in different industry sectors and how it may vary based on each sector's specific characteristics.

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Appendix

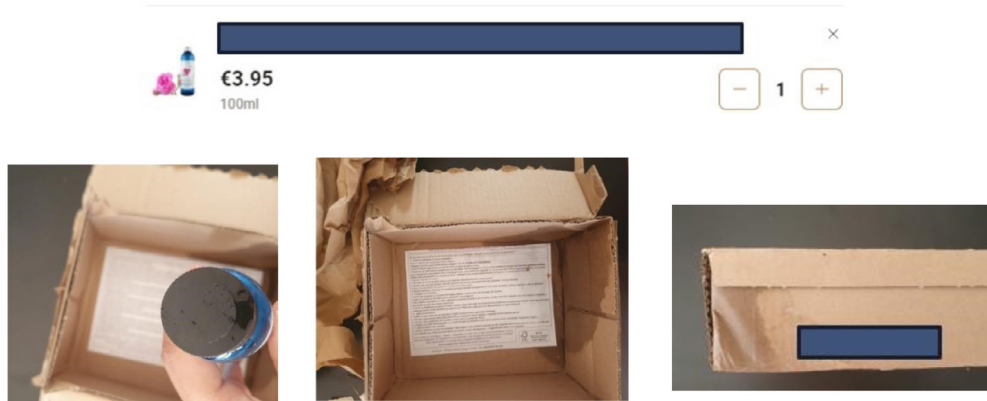
Appendix A. Information about the interviewees

Respondent number	Gender	Age	City in France	Profession	Sector of the defaulting company
Respondent 1	F	24	Besançon	Student	Airline
Respondent 2	M	34	La Rochelle	Doctor	Online travel and tourism industry
Respondent 3	F	25	Oullins	Science Mediator	Real estate management
Respondent 4	F	60	Miramas	Home Care Assistant	Online travel and tourism industry
Respondent 5	F	21	Besançon	Student	Rail transportation
Respondent 6	F	50	Landres	Town Hall Secretary	Online travel and tourism industry
Respondent 7	M	60	Paris	Retiree	E-commerce and online retailin
Respondent 8	M	52	Paris	Manager	Logistics and parcel delivery
Respondent 9	M	67	Rouen	Departmental Inspector	Online travel and tourism industry
Respondent 10	M	22	Dijon	Student	Long-distance passenger bus transportation
Respondent 11	M	65	Les Landes	Technician	E-commerce and online retailing of various products
Respondent 12	F	44	Harcourt	Microbiology Laboratory Technician	Online travel and tourism industry
Respondent 13	F	41	Angers	Payroll Administrator	Online travel and tourism industry
Respondent 14	M	64	Nevers	Doctor	Online travel and tourism industry
Respondent 15	F	31	Saint-Seine	Restaurateur	Food retailing and supermarket industry
Respondent 16	F	27	Dijon	PhD student in Cognitive and Acoustic Psychology	E-commme-commerce and online retailing
Respondent 17	M	50	Lyon	Business Owner	Online travel and tourism industry
Respondent 18	M	31	Dijon	Food Science Researcher	Airline
Respondent 19	M	35	Compiègne	Branch Manager and Sales Manager	Online travel and tourism industry
Respondent 20	F	31	Haute-Saône	Veterinarian	Online travel and tourism industry
Respondent 21	F	46	Asnières-sur-Seine	Fashion Designer	Online travel and tourism industry
Respondent 22	M	66	L'étoile	Former Local Government Official	Logistics and parcel delivery
Respondent 23	F	56	Lyon	Administrative Manager	Online travel and tourism industry
Respondent 24	F	55	Paris	Luxury Jewelry Entrepreneur	Online travel and tourism industry
Respondent 25	M	51	Paris	Doctor of Energy Engineering	Logistics and parcel delivery
Respondent 26	M	59	Angers	International Risk Management Consultant	Logistics and parcel delivery

Appendix B. Excerpt from Nvivo coding

DOUBLE DEVIATION MANAGEMENT BY THE COMPANY	26	132	25/05/2022 13:57	AB
Effective management	0	0	25/05/2022 13:57	AB
Ineffective management	26	132	25/05/2022 13:57	AB
WHY DID YOU POST YOUR BAD EXPERIENCE ON ma-reclamation.fr	20	101	25/05/2022 13:57	AB
Alert other customers	15	18	25/05/2022 13:57	AB
Create a group against the company	9	9	25/05/2022 13:57	AB
Get assistance from other customers	14	15	25/05/2022 13:57	AB
Put pressure on the company for a resolution	15	16	25/05/2022 13:57	AB
Report the company - WOM-	15	19	25/05/2022 13:57	AB
Revenge	3	6	25/05/2022 13:57	AB
Voice (make one's voice heard to the company)	17	18	25/05/2022 13:57	AB

Appendix C. Example of a “transactional” recovery following a single deviation



Dear Customer,

We are very sensitive to the satisfaction of our customers and have carefully read your message indicating that your order is not perfectly compliant. We thank you for sharing your observation with us;

We apologize for any inconvenience caused.

Very sensitive to the impact of successive transports, including replacement shipments, we have chosen to create for you the value of the affected products a voucher which we increase with a commercial gesture for a total of €7:

██████████

Thanks to your codes, activated within 24 hours, you will be able to group your products on a future order in order to send only one shipment. With no expiry date or minimum purchase, they cannot be split and will not be visible from your customer area.

Do not hesitate to let us know of any new information or that we have misunderstood by simply “replying” to this email.

Renewing our most sincere apologies for the inconvenience caused, the entire team remains at your disposal and wishes you a very beautiful aromatic day.

Xavier ██████████
Customer Service

Shipping within 3 days Secure payment Service Customer Commitments quality