

## **FORGIVING A LOVED BRAND IN THE FACE OF TRANSGRESSION: AN EXPLORATORY STUDY**

Komal S. Karani, Ph.D.  
Lamar University

### **ABSTRACT**

*This is exploratory research using focus groups to study consumers' responses following transgressions by a loved brand. The focus of this research was exploring why consumers forgive some brands after a transgression. Consumers were more willing to forgive brands that they perceived as sharing their regional identity. Nostalgia and value were two other factors that consumers considered when it came to resuming purchase of the brand. Consumers who felt a sense of loss when the brand was off the shelves and those that believed the company had done everything right after the transgression were also inclined to forgive the brand.*

### **INTRODUCTION**

Consumers and their loved brands form relationships. In an ideal world, both parties would always have their expectations met from each other. In the real world, however, even good companies end up unwittingly committing violations of trust (Aaker, Fournier, & Brasel, 2004). One example of that is when food companies are hit by contamination crises. When that happens, companies go into crisis management mode to earn the consumers' forgiveness and trust back. Forgiveness is considered to be a prerequisite to restoration of a harmonious relationship (Finkel, Rusbult, Kumashiro, & Hannon, 2002). This trust recovery can take the form of verbal strategies such as apology, denial, explanation, communication, and promises or substantive strategies such as penance or organizational reform (Božiča, Siebertb, & Martinc, 2020). However, consumers' forgiveness is a complex construct and firms have had varying levels of success earning it.

Understanding customer forgiveness may assist organizations in actions designed to restore a positive relationship with customers, beyond the notion of customer retention (Tsarenko & Rooslani, 2011). Even though forgiveness has been heavily researched, there are still some unanswered questions about why consumers are more inclined to forgive some brands as compared to others. While the responses of the company do play a large part in consumers' forgiveness, the consumers' loyalty or brand commitment is an also significant predictor that appears to drive their repurchase of the offending brand. It has been seen that some brands take a lesser hit after a transgression than others do (Sinha, Lu, & Janakiraman, 2012). Multiple researchers have investigated what drives consumer reactions towards brand transgression. This research is an exploratory study utilizing focus groups that looks into what leads consumers to forgive certain brands and why those brands inspire the passionate loyalty that is most companies' goal.

### **CONTEXT**

This research is rooted in the context of multiple listeria contamination scandals that hit a much-loved ice cream manufacturing brand (hereby referred to as ABC). Usually when a food company is affected by a contamination, the initial reactions range anywhere from anger to disappointment. However, in the case of ABC, despite consumer sickness and a couple of deaths, support for the brand appeared to stay high. News media covered prayer vigils that were held for the brand's recovery with multiple prominent figures including the state senator expressing their

support for the brand. Consumers on social media also expressed eagerness to see the brand back on the shelves.

This research explores forgiveness in the face of transgressions. Past research has looked at a number of antecedents of forgiveness. This research investigates if there may be other factors that lead to consumers forgiving some brands more readily than others. This research study was not sponsored or supported by the company in question.

## **TRANSGRESSIONS AND FORGIVENESS**

### *Transgressions*

Transgressions are violations of the implicit or explicit rules which guide relationships between two parties (Aaker et al., 2004). Transgressions can vary in their severity and cause, but all have an impact on the relationship quality. While transgressions seem inevitable over time (especially in the food and beverage industry) consumer expectations do not agree with this idea. Researchers have found that consumers do not expect service failures and thus adopt a no-transgression scenario as their reference point (Smith, Bolton, & Wagner, 1999). Therefore, every transgression is an unpleasant surprise and results in a response. Responses to transgressions can vary from behavioral such as switching and/or complaining to cognitive and emotional such as dissatisfaction, coping, regret, disappointment, and attributions (Jones, Dacin, & Taylor, 2011). On one end of the continuum of consumer responses are dysfunctional consumer behaviors which have been defined as "actions by customers who intentionally or unintentionally, overtly or covertly, act in a manner that, in some way, disrupts otherwise functional service encounters" (Harris & Reynolds, 2003). One of the seminal works on consumer dissatisfaction and complaining behavior was developed by Hirschman (1970) who categorized consumer responses into exit, voice, and loyalty. Voice responses include consumers complaining to the company, its employees, their friends or other third parties such as the Better Business Bureau. It also includes complaining on social media and other online review sites. Exit behavior is when the customer exits the relationship, either by physically leaving the store or ceasing purchases. In cases where customers do not have alternatives (for example, monopolistic situations or contractual obligations), they still engage in a less overt form of exit by gradually reducing their transactions with the company until they can eventually exit the relationship (Aron, 2016). It has been found that unhappy customers may avoid a company for years (Otto, Parry, Payne, Huefner, & Hunt, 2004). Aron & Kultgen (2019) look at some possible outcomes of dysfunctional consumer behavior which range from *save the relationship* to *end the relationship* and from *help the firm* to *hurt the firm*. The overlap between these outcomes includes remediation, revenge, educating the firm, and grudgeholding. Hunt, Hunt, & Hunt (1988) proposed that grudge holding consumers remained upset over transgressions and often stayed upset for years.

Why consumers respond differently to transgressions depends on several factors. The most important factor is the degree of control that the company had over the failure as perceived by the consumers. This has its roots in attribution theory which suggests that consumers make causal inferences about failures which then guides their responses (Folkes, 1984). In the case of contamination, it is expected that if the consumers believed that the company should have been able to anticipate and prevent it, their negative response will be more severe than if they believe that sometimes product or service failures are unavoidable. Consumers' brand relationships also play a part in their response to the transgression (Aaker et al., 2004). When consumers feel committed to a brand, similar to a relationship, they are more likely to forgive a transgression. Finkel, Rusbult, Kumashiro, & Hannon, (2002) explain this through three lines of reasoning. First, if committed individuals need their relationship and therefore intend to persist with their partner,

they should be more willing to forgive a partner's transgressions. The second component of commitment involves long term orientation which calls upon the partners to develop patterns of reciprocal cooperation and consider forgiveness to be a means of maximizing long-term self-interest. The third component involves psychological attachment resting on the perception that one's own well-being and the partner's well-being are linked. Customers' satisfaction levels with the company prior to the transgression also play a part - this is covered in the following section.

### *Forgiveness*

While customers are likely to respond to transgressions with dysfunctional behavior, they may also react with forgiveness. Forgiveness is a complex construct that has been researched heavily in marketing and psychology literature. The concept of forgiveness can be traced to theology, philosophy, psychology, and law (Tsarenko & Tojib, 2015). Enright, Freedman and Rique (1998) conceptualized forgiveness as a "willingness to abandon one's right to resentment, negative judgment, and indifferent behavior towards one who unjustly hurt us, while fostering the undeserved qualities of compassion, generosity, and even love towards him or her." Forgiveness has been defined as incorporating cognitive, affective, and motivational components (Finsterwalder, Yee, & Tombs, 2017). Thus, forgiveness can refer to the cessation of resentful feelings towards the misbehavior (Exline et al, 2007) or to a pro-social motivational change (or less motivated to harm) towards the transgressor (McCullough, 2001).

Even though the roots of forgiveness are in interpersonal domains, the idea of forgiveness in a consumer context is a growing field of research. Joireman, Grégoire, & Tripp (2016, p 76) defined customer forgiveness as "customers' internal act of relinquishing anger and the desire to seek revenge against a firm that has caused harm as well as the enhancement of positive emotions and thoughts toward this harm-doing firm." Xie and Peng (2009) based their definition of consumer forgiveness on Finkel et. al (2002)'s relationship perspective and described it as consumers' willingness to give up retaliation, alienation, and other destructive behaviors, and to respond in constructive ways after an organizational violation of trust and the related recovery efforts. Forgiveness is a positive act and receiving it is the goal of any company that finds itself in the unfortunate position of being the transgressor. Marketers are trying to build strong relationships between their brands and their consumers and transgressions affect the trajectory of those relationships. Therefore, forgiveness can provide the basis to restore the relationship to its pre-transgression state (Chung & Beverland, 2006).

Tsarenko and Roosani (2011) propose that forgiveness arises from an interplay of cognitive, emotional, and behavioral perspectives within situational and contingent factors derived from theories of social exchange (Blau, 1964), reasoned action (Ajzen and Fishbein, 1980) and interdependence (Kelley and Thibaut, 1978) theories. When a transgression occurs in what has been a valued relationship, the focus is on reducing the negative and increasing the positive emotions towards the offender. Strong relationships are characterized by a strong bond between the parties, social benefits for customers such as familiarity and understanding, and higher levels of customer trust and satisfaction (Yagil & Luria, 2016). In fact, customer reactions to unsatisfactory service experiences are important for determining satisfaction and loyalty (DeWitt & Brady, 2003). An existing rapport between the customer and service provider resulted in increased postfailure customer satisfaction, increased repatronage intentions, and decreased negative word of mouth.

There has been great interest in investigating the conditions that facilitate forgiveness. This research explores the antecedents of forgiveness, particularly when the brand committing a transgression is a much loved one.

## **DATA COLLECTION AND ANALYSIS**

As the research aim is exploratory, qualitative (rather than quantitative) research methods were employed. Four rounds of focus groups were organized with seven to nine respondents in each group. The focus groups were run in a semi-structured format with mostly open-ended questions. The goal was to utilize the grounded theory approach to generate an innovative framework that emerged from the data. With that end in mind, moderators were reminded to avoid all leading questions and let themes emerge organically. Each focus group lasted close to ninety minutes with most respondents participating enthusiastically. The combined sample had eighteen males and fourteen females in the age group of 18-35. Respondents were a mix of graduate and undergraduate students at a public university in Southeast Texas.

Respondents were asked probing questions such as “Why do you think that might be so?” or “Can you tell us more about that?” at multiple points during the focus group. The focus group moderators looked for emerging themes and patterns until thematic saturation was reached. Interviews were transcribed from the audio recordings. They were then analyzed line-by-line and examined for possible themes. Each data fragment was coded with a label that captured its meaning. Each coded line of text was compared with other lines of already coded text from previous focus groups and their corresponding codes. Data which indicated the same concept was given the same conceptual label (Božiča, Siebertb, & Martinc, 2020). After that, codes were reduced by recoding them into labels based on theory.

## **FINDINGS**

The focus groups were designed to be open ended and exploratory in nature. The moderators asked the groups if they recalled the ice cream company having been in the news recently. A couple of respondents mentioned the listeria contamination which set the tone for the rest of the conversation. Almost everyone recalled the contamination even though some did not remember the details (“Was it listeria? I thought it was salmonella”). Moderators asked the group to reflect on the incident and its effect on their buying behavior. This led to a lively discussion with respondents organically branching off into what different topics such as what brands they purchased when ABC was off the shelves and why they resumed buying it once it returned to the stores. Occasionally, moderators asked for more details by prompting them to think, “Have you forgiven the brand? What if it had been a different company which had a similar contamination scandal? Would you have continued buying it?” The goal behind the questions was to get the group to focus on what made ABC brand special to them in ways that other ice cream brands may not have been.

Rigor was ensured by following all steps prescribed by the grounded theory method (Glaser & Strauss, 1967) including line-by-line coding, constant comparison, non-leading questions, memoing and diagraming. In addition, all focus groups were audio recorded and transcripts were verified by two independent members.

### *Regional Loyalty*

One theme that was mentioned multiple times by the respondents was the identity of the ice cream brand as “a Texas company.” All but one respondent named towns in Texas as their hometowns, so this was significant. When they were asked why consumers resumed buying ABC as soon as it returned to the stores, one said,

*ABC is a Texas based brand and has very strong brand loyalty, so people forgive it much easier than others.*

Another respondent agreed and said,

*I also think that Texans, compared to other states, are really loyal to everything Texas. So that's why the forgiveness part about it was so much easier when it was a Texas brand.*

When asked if they all saw it as a Texan company, almost all respondents agreed.

*I think it is a very Texan brand. I remember in summer I always used to go to this ice cream place that carried only ABC flavors. That is all they ever carried. When ABC went off the shelves, they had to bring in all new brands. I felt like I had to adjust to these new brands and flavors.*

Another respondent said,

*Everyone who lives in Texas sees it as a Texan brand. Like, if you go to Louisiana, it may be popular but not as popular as here.*

At this point, most in the group were nodding in agreement. Below are comments from three different respondents.

*It is sold in many states but is the most popular in Texas. Like, many restaurants have it listed on their dessert menu by name, like ABC ice cream.*

*The brand originated in Texas and Texans tend to be pretty brand loyal to Texan companies.*

*Down here, most people have bigger homes. If you go to New York or other states up North, people have smaller houses, and they are probably not keeping huge tubs of ice cream in their fridge. I think the culture down South is a lot different than the rest of the United States. I feel like ABC caters to the South and they do it well.*

This was the most interesting and unexpected finding of this research. There is a well-established body of research looking into country-of-origin effects and domestic country bias. Empirical investigations have demonstrated consumers' preference for domestic products (Balabanis & Diamantopoulos, 2004). This may be based on perceived superiority of domestic products or the perceived need to protect domestic production (Maier & Wilken, 2017). Country-of-origin effects act as an informational cue that may influence consumers' purchase intentions, product perceptions, or actual choices. Researchers found a 'bidirectional relationship between country image and brand image', i.e., positive country image improved associations with brands from the country and reputable brands acted as ambassadors for their country and contributed to a positive country image (Pappu, Quester, & Cooksey, 2007). In this case, however, respondents narrowed into a more specific identity and mentioned the state or even city-of origin of the ice cream brand. Respondents also indicated that the state-of-origin of the brand played a role in the goodwill they felt towards the brand. There has not been much research carried out in the field of what this research is calling "regional loyalty." Ittersum, Meulenberg, Trijp, & Candel (2002)

found that consumers' relative attitude towards what they describe as protected regional product (for example California wines, Florida Oranges or Parmesan Cheese) does influence consumption behavior. Consumers are willing to pay a higher premium price for the regional product than for competing alternatives. However, that research looked at products expressly labeled with certificates of origin, which was not the case with the product being researched here. Further research is warranted to confirm if the positive attitude towards what consumers see as a regional product also extends to forgiveness towards it.

### *Nostalgia*

There was a certain degree of overlap between pride for the brand as a Texan company and nostalgia. According to Holak and Havlena (1998), nostalgia is a positively valenced emotion caused by experiences related to the past. Studies have noted the connection between consumption experience dimensions and nostalgia (Tung & Ritchie, 2011). Nostalgia in consumer culture refers to the preference for objects common when one was younger (Holbrook & Schindler, 1991). Cultural nostalgia (in some cases, revived from childhood) is defined as direct collective experience which is common to members of a group. Personal nostalgia can come from individual experiences and personal memories. (Gineikiene, 2013). Both were evident in respondents' words:

*My parents and grandparents were all raised in Texas. All had ABC in their homes. Schools around took students to tours to (the town) where they make it. They are super proud of it in Texas.*

Another dimension of the construct is personal nostalgia based on belongingness to youth, and the feeling of connectedness, which can be explained through social identity theory (Demirbag-Kaplan, Yildirim, Gulden, & Aktan, 2015). Many respondents mentioned the brand as being part of their childhood, such as the two respondents quoted below.

*I remember it being at every childhood birthday parties, school parties.*

*My grandpa always gave me ABC ice cream. That's how I grew up.*

Nostalgia literature talks about adolescence being a particularly potent period from which individuals draw nostalgic experiences (Davis, 1979). This was evident from the fact that a memory mentioned by multiple respondents was visiting the ice cream factory. One said,

*I was one of those who had gone to (the town) as a kid to tour the factory. It felt like such an experience, one that you remember.*

Another respondent said that the school trip to the factory was

*...one to remember. You go to the ABC plant and see ice cream being made and then visit the ABC park. Basically, it is a full experience. They serve ABC there. I was in third grade, but I still remember.*

The ice cream brand was also a significant part of special occasions such as birthdays and sports teams' outings.

*Birthday parties were always the little chocolate and vanilla cups. I remember when I was little, some teammates bought other ice creams and I thought that was weird. I didn't even know there were other ice creams.*

Some participants in the focus group could not even recall when they became loyal to the brand.

*It was the first thing I had; it was practically like baby food. I don't even remember the first time I ate it.*

Along with childhood memories and nostalgia was the comfort that came from familiarity with the brand:

*My number one reason is comfort. It is what I grew up eating.*

Nostalgia can also be connected to satisfaction. Satisfactory experiences result from consumption activities (such as eating ice cream) that produce positive emotions of joy and pleasure. Nostalgic and memorable experiences are positive events that help consumers escape from routine and lose a sense of presence. (Triantafillidou & Siomkos, 2014). Havlena and Holak (1991) made a distinction between (1) nostalgia-based marketing messages for new products or services and (2) inherently nostalgic products and services. In the second category, the products and services are likely to evoke memories of past times and inspire nostalgic reflection not only through advertising appeals but through the consumption of the products themselves. That is what appears to be the case here where consuming or even talking about this specific brand led respondents down the memory lane. This is very significant from a marketing perspective since Demirbag-Kaplan et al (2015) proposed that nostalgia can play a role in remedying broken relationships between brands and consumers or functioning as a tool to bind worn threads of the relationship, preventing a total rupture. Since a product failure does fray the relationship between brands and consumers, it stands to reason that nostalgia may have an impact in preventing a breakdown.

### *Value*

Another theme that emerged was that respondents resumed buying the brand because it offered good value for money. Zeithaml (1988) defined perceived value as the consumers' overall assessment of the utility of a product based on perceptions of what is received and what is given. The link between value and behavioral intentions has been demonstrated by multiple researchers (Chang & Wildt, 1994; Cronin, Brady, Brand, Roscoe Hightower, & Shemwell., 1997; Gale, 1994. Zeithaml, Berry, & Parasuraman (1996) suggested that favorable behavioral intentions are associated with a service provider's ability to get its customers to 1) say positive things about them; 2) recommend them to other consumers; 3) remain loyal to them (i.e., repurchase from them); 4) spend more with the company; and 5) pay price premiums. This research found evidence of respondents remaining loyal to the ABC brand because of value. Some respondents switched to different brands in the absence of ABC and discovered other brands were more expensive for comparable quality.

*I bought Ben and Jerry's for the first time. I usually never buy it because it is, like, \$5 for a small pint. It is pricey but, in all honesty, the quality of their ice cream is much better.*

But when further questioned, this respondent admitted that she went back to ABC as soon as it was back on the shelves because of its price. She said,

*There are cheaper ice creams and there are better ice creams, but ABC is the perfect tradeoff. I think that is one of the main reasons why many people are so loyal to ABC. It is good quality for a good price. It honestly doesn't cost much more than a generic brand.*

Another participant liked the large sized ice cream tubs which is a unique feature of ABC:

*Also, from a value standpoint, they have these large tubs. Most other brands don't offer the gallon size. So, I think that's a big thing. It's a family sized ice cream.*

Value was mentioned multiple times, which showed it was a significant consideration for the buyers.

*It is priced well, and you get an array of flavors at a reasonable price.*

Satisfaction has been found to mediate the relationship between perceived value and loyalty (Taylor & Hunter, 2014). Satisfaction is defined as the consumer's response to the evaluation of the perceived discrepancy between some comparison standards and the perceived performance of the product (Yi, 1990). Value is a function of perceived quality (Grewal, Monroe, & Krishnan, 1998) and both quality and value are significant predictors of satisfaction (Cronin Jr., Brady, & Hult, 2000). While there has not been research looking specifically into the link between value and forgiveness, the link between value and positive behavioral intentions is well established (Cronin et al. 2000). Forgiveness has also been described as cessation of hostile thoughts and a way to repair relationships. Therefore, it seems likely that there could be a link between value and forgiveness. More research is called for in this area.

### *Loss*

Another theme that arose was a sense of loss.

*When something like this happens, it, not like, changes your perception of the brand, but it affects you because you love the brand so much and it's gone.*

When asked what brands they switched to while ABC was off the shelves, one said,

*I just didn't eat ice cream.*

Many respondents agreed with this sentiment. Others did try different brands:

*I tried other brands and I didn't like them, so I just quit eating ice cream until ABC was back.*

Others mentioned being confused:



*When they took ABC off the shelf was when I realized we had never bought another brand. Like I didn't even know what any of these are.*

One respondent laughed as she talked about the social media frenzy she observed on Facebook:

*It's not like people were upset at ABC, they were just upset they couldn't get ABC. They were just waiting for it to come back on the shelves. They didn't care what really happened.*

There has not been much research done in marketing when it comes to loss arising due to brand unavailability. Bergkvist & Bech-Larsen (2010) considered the sense of loss in the case of unavailability to be one of the two items that went into measuring brand love, the other being love. They based their research on the work of Hatfield & Sprecher (1986) that found that a sense of loss is an important component of passionate or romantic love. The sense of loss is also closely tied to nostalgia which originates from the Greek words *nóstos* (return home) and *álgos* (longing). Nostalgia mourns for “the loss of an enchanted world” (Boym, 2001). This sentiment was mirrored by a respondent who talked of being despondent when the brand was taken off the shelves in grocery stores and felt “...like we were ice cream homeless!”

#### *Doing the Right Thing*

A firm's response to a brand-related transgression can make all the difference when it comes to consumers forgiving it. The effectiveness of the response does vary by the nature of the crisis. When a crisis involves a food-borne illness, the response should include rapid announcements and recalls (Seeger, 2006). In the multiple focus groups, most respondents believed that the company had taken all the right steps since the problem was identified. One said that,

*they owned up to it, acknowledged it and you feel like when they acknowledge the problem head on, they have your best interest at heart, and they are not trying to hurry up and brush it over and they want to fix the problem before they even allow you to buy their product again. So, they are kind of shooting themselves in the foot for you.*

Another agreed,

*...because I saw the CEO on CNN give a statement, like he personally said, “We are 100% committed to doing the right thing. Best way to do that is take all of our products off the market until we can be confident that they are all safe. We are heartbroken about the situation and apologize to all our ABC fans. We are going to fix this problem.”*

Previous research has indicated that marketer-led recovery attempts can “dilute what is regarded as the inevitable negative fallout from failures, sometimes driving the relationship to satisfaction levels beyond pre-event marks” (Aaker et al., 2004). In this case, most participants in the study perceived the recovery attempts initiated by the company as being more than adequate.

## DISCUSSION AND CONCLUSION

Forgiveness has been extensively researched. However, most researchers agree that more investigation is called for regarding the conditions that help consumers forgive brands after transgressions. This research looked into a much-loved brand which was in the news for food contamination and explored why its loyal consumers were willing to forgive and return to the brand. While some reasons that emerged from the focus group exploratory study (for example, the company doing the right things after the crisis) were in line with established theory, others were surprising.

One factor which was mentioned by most of the respondents was that the brand's identity as a Texan brand made it easier for them to forgive the company. This is interesting since it goes narrower than the previously studied domestic country bias and looks at a state as a source of identity and pride. This may be unique to residents who call Texas home since anecdotally, they are believed to take more pride in their identity as Texans than residents of other states. Many Texan homes proudly display the flag of Texas and the shape of Texas can be seen everywhere, from waffle makers to cookies and crackers. All major truck manufacturers have special Texas editions of their vehicles. A study by The Texas Politics Project at The University of Texas at Austin found that over fifty percent of respondents most strongly identify as Texans. Therefore, when politicians and media make constant references to Texas pride, they are seeking to tap into a very real sentiment that continues to exist within the general public (Myers, 2010). More research is called for to confirm this finding and also extend this research into other states or even cities to see if this effect holds true.

Another interesting find was that the sense of loss that consumers felt in the weeks that the brand was off the shelves after the contamination encouraged them to forgive the brand and wait for its reappearance in the stores. Closely related was the nostalgia that was evident in the personal narratives of majority of the respondents when they talked about the memories of ABC in their childhood.

All these findings have significant implications for how companies should build loyalty and satisfaction among their consumers. It appears that loyalty arising from childhood consumption of the brand is durable and extends well into adulthood. While there has not been research carried out into regional loyalty, it is another avenue that brands can pursue when trying to establish a loyal customer base.

### **CORRESPONDING AUTHOR:**

Komal S. Karani, Ph.D.  
Department of Business,  
Lamar University  
PO Box 10025  
Beaumont, Texas, 77710, USA  
Phone: +1-409-880-8295  
E-mail: kskarani@lamar.edu

**Submitted:** 5 February, 2021

**Revised:** 13 June, 2021

**Managing Editor:** Gillian S. Naylor

## REFERENCES

- Aaker, J., Fournier, S., & Brasel, S. (2004). When good brands do bad. *Journal of Consumer Research*, (31), 1-16. <https://doi.org/10.1086/383419>
- Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior*. Englewood Cliffs, NJ.: Prentice Hall.

- Aron, D. (2016). Digital dysfunction: Consumer grudgeholding and retaliation in the digital era. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 119-129.
- Aron, D., & Kultgen, O. (2019). The Definitions of Dysfunctional Consumer Behavior: Concepts, Content and Questions. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 32, 40-53.
- Balabanis, G., & Diamantopoulos, A. (2004). Domestic country bias, country-of-origin effects, and consumer ethnocentrism: A multidimensional unfolding approach. *Journal of the Academy of Marketing Science*, 32(1), 80–95. <https://doi.org/10.1177/0092070303257644>
- Bergkvist, L., & Bech-Larsen, T. (2010). Two studies of consequences and actionable antecedents of brand love. *Journal of Brand Management*, 17(7), 504-518.
- Blau, P. (1964). *Exchange and Power in Social Life*. New York, NY: Wiley. <https://doi.org/10.4324/9780203792643>
- Boym, S. (2001). *The future of nostalgia*. New York: Basic Books.
- Božiča, B., Siebert, S., & Martinc, G. (2020). A grounded theory study of factors and conditions associated with customer trust recovery in a retailer. *Journal of Business Research*, 109, 440-448. <https://doi.org/10.1016/j.jbusres.2019.12.032>
- Chang, T.-Z., & Wildt, A. R. (1994). Price, product information, and purchase intention: An empirical study. *Journal of the Academy of Marketing Science*, 22(1), 16-27. <https://doi.org/10.1177/0092070394221002>
- Chung, E., & Beverland, M. (2006). An exploration of consumer forgiveness following marketer transgressions. In *NA - Advances in Consumer Research Volume 33*, eds. C. Pechmann and L. Price, Duluth, MN: Association for Consumer Research, 98-99. <https://www.acrwebsite.org/volumes/12439/volumes/v33/NA-33>
- Cronin Jr., J. J., Brady, M. K., & Hult, G. T. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. *Journal of Retailing*, 76(2), 193-218. [https://doi.org/10.1016/S0022-4359\(00\)00028-2](https://doi.org/10.1016/S0022-4359(00)00028-2)
- Cronin, J. J., Brady, M. K., Brand, R. R., Roscoe Hightower, J., & Shemwell., D. J. (1997). A cross-sectional test of the effect and conceptualization of service value. *The Journal of Services Marketing*, 11(6), 375-391. <https://doi.org/10.1108/08876049710187482>
- Davis, F. (1979). *Yearning for yesterday: A sociology of nostalgia*. New York: The Free Press.
- Demirbag-Kaplan, M., Yildirim, C., Gulden, S., & Aktan, D. (2015). I love to hate you: Loyalty for disliked brands and the role of nostalgia. *Journal of Brand Management*, 22(2), 136-153. <https://doi.org/10.1057/bm.2015.10>
- DeWitt, T., & Brady, M. (2003). Rethinking service recovery strategies: The effect of rapport on consumer responses to service failure. *Journal of Service Research*, 6(2), 193-207. <https://doi.org/10.1177/1094670503257048>
- Enright, R. D., Freedman, S., & Rique, J. (1998). The psychology of interpersonal forgiveness. In R. D. North, *Exploring forgiveness* (pp. 46-62). Madison: University of Wisconsin.
- Exline, J., Baumeister, R., Bushman, B., Campbell, W., & Finkel, E. (2007). Too proud to let go: Narcissistic entitlement as a barrier to forgiveness. *Journal of Personality and Social Psychology*, 87(6), 894-912. <https://doi.org/10.1037/0022-3514.87.6.894>
- Finkel, E., Rusbult, C., Kumashiro, M., & Hannon, P. (2002). Dealing with betrayal in close relationships: Does commitment promote forgiveness? *Journal of Personal and Social Psychology*, 82(6), 956-974. <https://doi.org/10.1037/0022-3514.82.6.956>
- Finsterwalder, J., Yee, T., & Tombs, A. (2017). Would you forgive Kristen Stewart or Tiger Woods or maybe Lance Armstrong? Exploring consumers' forgiveness of celebrities'

- transgressions. *Journal of Marketing Management*, 33(13-14), 1204-1229. <https://doi.org/10.1080/0267257X.2017.1382553>
- Folkes, V. S. (1984). Consumer reactions to product failure: An attributional approach. *Journal of Consumer Research*, 10(4), 398-409. <https://doi.org/10.1086/208978>
- Gale, B. T. (1994). *Managing customer value*. New York, NY: The Free Press.
- Gineikiene, J. (2013). Consumer nostalgia literature review and an alternative measurement perspective. *Organizations and Markets in Emerging Economies*, 2(8), 112-149.
- Glaser, B., & Strauss, A. (1967). *The discovery of grounded theory: Strategies for qualitative inquiry*. Chicago: Aldine Press.
- Grewal, D., Monroe, K., & Krishnan, R. (1998). The effects of price-comparison advertising on buyers' perceptions of acquisition value, transaction value, and behavioral intentions. *Journal of Marketing*, 62, 46-59. <https://doi.org/10.1177%2F002224299806200204>
- Harris, L., & Reynolds, K. L. (2003). The consequences of dysfunctional customer behavior. *Journal of Service Research*, 6(2), 144-161. <https://doi.org/10.1177%2F1094670503257044>
- Hatfield, E., & Sprecher, S. (1986). Measuring passionate love in intimate relationships. *Journal of Adolescence*, 9(4), 383-410. [https://doi.org/10.1016/S0140-1971\(86\)80043-4](https://doi.org/10.1016/S0140-1971(86)80043-4)
- Havlena, W. J., & Holak, S. L. (1991). "The Good Old Bays": Observations on nostalgia and its role in consumer behavior. In *NA--Advances in Consumer Research Volume 18*, eds R.H. Ho,man and M.R. Solomon, Provo, UT: Association for Consumer Research, 323-329. <https://www.acrwebsite.org/volumes/7180/volumes/v18/NA-1>
- Hirschman, A. O. (1970). *Exit, voice and loyalty: Responses to decline in firms, organizations and states*. Cambridge, MA: Harvard University Press.
- Holak, S. L., & Havlena, W. J. (1998). Feelings, fantasies, and memories: An examination of the emotional components of nostalgia. *Journal of Business Research*, 42(3), 217-226. [https://doi.org/10.1016/S0148-2963\(97\)00119-7](https://doi.org/10.1016/S0148-2963(97)00119-7)
- Holbrook, M., & Schindler, R. (1991). Echoes of the dear departed past: Some work in progress of nostalgia. In *NA--Advances in Consumer Research Volume 18*, eds R.H. Ho,man and M.R. Solomon, Provo, UT: Association for Consumer Research, 330-333. <https://www.acrwebsite.org/volumes/7181>
- Hunt, H. K., Hunt, H. D., & Hunt, T. C. (1988). Consumer grudge holding. *Journal of Consumer Satisfaction, Dissatisfaction, and Complaining Behavior*, 1, 116-118.
- Ittersum, K. v., Meulenberg, M. T., Trijp, H. C., & Candel, M. J. (2002). Certificates of origin and regional product loyalty. In *NA - Advances in Consumer Research Volume 29*, eds. S.M. Broniarczyk and K. Nakamoto, Valdosta, GA: Association for Consumer Research, 549-550. <https://www.acrwebsite.org/volumes/8721/volumes/v29/NA-29>
- Joireman, J., Grégoire, Y., & Tripp, T. M. (2016). Customer forgiveness following service failures. *Current Opinion in Psychology*, 10, 76-82. <https://doi.org/10.1016/j.copsy.2015.11.005>
- Jones, T., Dacin, P. A., & Taylor, S. F. (2011). Relational damage and relationship repair : A new look at transgressions in service relationships. *Journal of Service Research*, 14(3), 318-339. <https://doi.org/10.1177%2F1094670511412577>
- Kelley, H., & Thibaut, J. (1978). *Interpersonal relations: A theory of interdependence*. New York, NY: Wiley.
- Maier, E., & Wilken, R. (2017). Broad and narrow country-of-origin effects and the domestic country bias. *Journal of Global Marketing*, 30(4), 256-274. <https://doi.org/10.1080/08911762.2017.1310965>

- McCullough, M. E. (2001). Forgiveness: Who does it and how do they do it? *Current Directions in Psychological Science*, 10(6), 194-197. <https://doi.org/10.1111%2F1467-8721.00147>
- Myers, A. (2010). Texan are proud of where they're from. Retrieved from The Texas Politics Project at The University of Texas, Austin: <https://texaspolitics.utexas.edu/blog/texans-are-proud-where-theyre>
- Otto, S. D., Parry, B. L., Payne, C. R., Huefner, J. C., & Hunt, H.K. (2004). When consumers get upset: Modeling the cost of store avoidance. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 17, 42-53.
- Pappu, R., Quester, P. G., & Cooksey, R. W. (2007). Country image and consumer-based brand equity: Relationships and implications for international marketing. *Journal of International Business Studies*, 38(5), 726–745. <https://doi.org/10.1057/palgrave.jibs.8400293>
- Seeger, M. (2006). Best practices in crisis communication: An expert panel process. *Journal of Applied Communication Research*, 34(3), 232-244. <https://doi.org/10.1080/00909880600769944>
- Sinha, J., Lu, F.-C., & Janakiraman, N. (2012). When do consumers forgive? A causal attribution model of marketer transgression and the moderating effects of self-construal. In *NA--Advances in Consumer Research Volumes 40*, eds. Z. Gürhan-Canli, C. Otnes, and R Zhu, Duluth, MN: Association for Consumer Research, 827-828. <https://www.acrwebsite.org/volumes/1012111/volumes/v40/NA-40>
- Smith, A., Bolton, R., & Wagner, J. (1999, August). A model of customer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, (36), 356-372. <https://doi.org/10.1177%2F002224379903600305>
- Taylor, S. A., & Hunter, G. (2014). An exploratory investigation into the antecedents of satisfaction, brand attitude, and loyalty within the (B2B) eCRM industry. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 16, 24-41.
- Triantafillidou, A., & Siomkos, G. (2014). Consumption experience outcomes: Satisfaction, nostalgia intensity, word-of-mouth communication and behavioural intentions. *Journal of Consumer Marketing*, 3(6/7), 526 –540. <https://doi.org/10.1108/JCM-05-2014-0982>
- Tsarenko, Y., & Roosiani, T. D. (2011). A transactional model of forgiveness in the service failure context: A customer-driven approach. *Journal of Service Marketing*, 25(5), 381-392. <https://doi.org/10.1108/08876041111149739>
- Tsarenko, Y., & Tojib, D. (2015). Consumers' forgiveness after brand transgression: The effect of the firm's corporate social responsibility and response. *Journal of Marketing Management*, 31(17-18), 1851-1877. <https://doi.org/10.1080/0267257X.2015.1069373>
- Tung, V., & Ritchie, J. (2011). Exploring the essence of memorable tourism experiences. *Annals of Tourism Research*, 38(4), 1367-1386. <https://doi.org/10.1016/j.annals.2011.03.009>
- Yagil, D., & Luria, G. (2016). Customer forgiveness of unsatisfactory service: Manifestations and antecedents. *Service Business*, (10), 557-579. <https://doi.org/10.1007/s11628-015-0282-1>
- Yi, Y. (1990). A critical review of consumer satisfaction. In *Review of Marketing*, ed. V. Zeithaml. Chicago: American Marketing Association, 68-123.
- Zeithaml, V. (1988). Consumer perceptions of price, quality, and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52(July), 2-22. <https://doi.org/10.1177%2F002224298805200302>
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A. (1996). The behavioral consequences of service quality. *Journal of Marketing*, 60(2), 31-46. <https://doi.org/10.1177%2F002224299606000203>