

COMPLAINTS AS SUSTAINABLE ECOSYSTEMS¹ SERVICES OF CO-CREATION VALUE

Margarida de Carvalho 

University of Trás-os-Montes and Alto Douro, UTAD
Vila Real, Portugal
mcarvalh@utad.pt

Abstract. Complaints are, nowadays, a pressing and topical issue in the management of organizations. The purpose of this paper is investigate the complaints in a ecosystem approach to understanding the impact of the relationships, A4A, in the interconnected territories of collaborative strategy. Complaints are potential constructs that promote opportunities of co-created value. Complaints are the engine to make grow any responsible organization and to include actors to generate collaborative value constructed. With the proliferation of the use of new communicational tools, especially in social networks, in this new pandemic context, the role of the client is not limited to just being an actor. They are required to be a dynamic actor, to play an active and constructive role, to be a true co-creator of value, a promoter of new visions and an innovator of new practices in the service context as a systemic network. The relationships constellations A4A, the experiences, and the emotions involve value cocreation and collaborative strategy. Envision a new approach on people centricity (actor, client, stakeholder and supplier) perspective and not on the supplier's perspective by having the actor intervene in all phases of the relationship with the ecosystem. The topic is sustained by theoretical analysis and conceptual development of complaints and co-creation value supported by the S-D Logic (SDL) and Viable System Approach (VSA), Service Experience, Service ecosystem and Service interactions. One of the limitations of this study results from the lack of practical applicability in a service experience context, which surely would have been very relevant for us to obtain core inferences regarding the inclusion of complaints in an A4A management system. Future empirical research to open new strategic position of organizations in order to promote innovation and to maximize value co-creation in an ecosystem service.

Keywords: complaints management; co-creation value; interactions service (A4A); organizational innovation; service ecosystem.

INTRODUCTION

The last decades have been paramount in addressing complaints behaviour and their effects on the survival, optimization and sustainability of service and organizations. Competition among organizations is currently quite fierce (Bengul & Yilmaz, 2018). Organizations have gradually been challenged to position, distinctively, in an increasingly competitive market, where efficiency, effectiveness, quality and economy dimensions mingle together with the emerging territories of learning, creativity, critical thinking, innovation, and welfare, demanding an attitude of growing social responsibility and expansion of knowledge, goods and services.

Studies on customer complaint behaviour began in the mid-sixties, in the area of marketing, due to the market situation highly marked both by the growing competition and the increase in consumerism. It triggered a gradual need to invade the territory of quality to keep customers loyal, attract them and get to know better how they evaluate the intrasubjective experience² of the service (Komunda, 2013; Waseem, Biggemann, & Garry, 2018). Between 1975 and 1986 articles on the phenomenon of measurable degree of satisfaction centred on the provider's perspective spread (Oliver, 1980; Parasuraman, Zeithaml & Berry, 1985; Svensson, 2003) which Vargo and Lusch (2004) name GD-Logic³. To achieve this paradigm, studies on the performance of companies and organizations started to be validated and the satisfaction of customers' | consumers' behaviour and attitudes evaluated, crossing with a quality service focused on the customer (Butelli, 2007). Because of the complexity and multidimensionality of this phenomenon, it is important to understand, in a holistic-systemic way, its impact on the management of the improvement of service provision, being, therefore, approached as a set of relevant opportunities that must be considered and integrated, due to the nature and substance of the data collected and the wealth of information they convey (Berry & Parasuraman, 1997; Isoraité, 2017). The corollary of this approach is the immediate impact on the processes of improvement, precisely because of the set of possibilities that other perspectives display, other voices echo, other experiences raise, leading the organization to identify problems, re-balance, reorient and re(i)nnovate a

¹ The ecosystem metaphor is used, according to Audretsch et al (2019, p. 314) as a holistic concept that "consider not only those actors involved directly in the own firm specific value chain, like close suppliers, financiers or clients, but rather all facts which shape a firm's value chain also in an indirect way, are therefore necessary. Such a view has to enrich the close competitive environment, rethinking existing causal relationships but also encompass physical and intangible assets, like infrastructures, institutions, sources of knowledge and human capital spillovers, and network effects". Special thanks to Professor C. Dominguez for the revision and suggestions that greatly supported me to improving this article.

² Experiences are ecosystem constructs of relationships and interactions that enhance value co-creation. They are human and social experiences elusive in time and context. It is something that makes change and innovation possible involving the sharing of ways of being, knowing, doing. It is what determines learning.

³ GD-Logic (Goods Dominant Logic) means a strategic vision centred on the provider's perspective aiming at the profit. Vargo & Lusch (2004) adopt a new paradigm centred on the perspective of the customer they name Service Dominant Logic (SD-Logic), making it possible for the value to set upon not only in profit but also in interaction, communication and collaboration among the actors as determinant phenomena for the construction of value co-creation.

whole series of procedures and attitudes with and for customers (Stauss, 2002; Homburg & Fürst, 2007) as well as plan new strategies (Isoraité, 2017) communications and proximities to keep the notorious competitive advantage by optimizing the sustainability of the 'eco-business' or eco-system service (Tregua, et al., 2016; Koc, 2019; Dalman, Chattergee, & Min, 2020).

A service is, by its very nature, a heterogeneous, dialectical and complex eco-system reality that requires interactions and encounters among multiple actors also differentiated according to their personality, emotions, attitudes, knowledge and skills, behaviours and subjective and phenomenological experiences (Carvalho, 2016; Helkkula, Kowalkowski & Tronvoll, 2018; Toivonen & Kowalkowski, 2019; Vargo & Lusch, 2016). The variability of situational and contextual factors of individual differences among customers, consumers and service employees is also of a plural and unpredictable dimension (Singh, 1990). In this sense, we see the complaint as an experiential and a driving lever for innovation and applicability of the best practices generated through experiences that prove to be decisive for the study of the new value co-creation paradigm⁴ (Helkkula et al., 2018; Toivonen & Kowalkowski, 2019).

Clients are better informed, more demanding and have more aggressive and assertive behaviours (Bengul & Yilmaz, 2018). They are powerful actors in the process of creating collaborative value (Heinenon & Michelsson, 2010). Their lively and active role, based on inter and intra subjective and phenomenological experiences in context and in the use of integration resources, turns out to be the key to the success of a service or an organization meant to be a learning and evolutive one (Yilmaz, Varnali, & Kasnakoglu, 2016) whose upmost goal is to achieve value co-creation (Payne, Storbacka, & Frow, 2008). The value co-creation is a desirable aim for ecosystems organizations, “(...) to achieve and maintain a long-lasting wellbeing without negative effect on natural and social resources (...)” (Tregua et al., 2016). It is a strategic opportunity that involves the goods or service provider and a constellation of actors (Lusch & Vargo, 2006; Polese et al., 2017; Waseem, Biggemann, & Garry, 2018). The latter carry out interdependent, interactive and dynamic experiments throughout the exchange and use process (Carvalho, Menezes & Dominguez, 2014), and adopt a set of behaviours, emotions, preferences, knowledge that can prove to be critical, unpleasant and dissatisfied, making room for the complaint to occur. Managing value co-creation out of client/actor experiences requires a closer and more participated definition of the many channels that should preferably be used with and by actors and the time of response to the emerging problem (Payne et al., 2008; Istanbuloglu, 2017).

The substantial information complaints carry represent an opportunity to improve service management, asking organizations for extra attention and the renewal of their mechanistic procedures adjustable to the expansive context which characterizes an organicist perspective (Isoraité, 2017). Complaints require a dynamic and varied approach. The major challenge for organizations and services is precisely the ability to develop an ecosystemic strategy that transforms a weak point into a distributive opportunity using extensible, interactive and relational dynamics, involving and integrating the voice of clients/actors, making value propositions possible, more adjustable to the expectations and corresponding degree of customer satisfaction (Carvalho, 2016; Wang et al., 2019).

Complaints are potential constructs that can generate positive opportunities. One should have the skill to integrate them through an organic, expansive, co-constructive lens to generate sustainability in a new paradigm of change, innovation and knowledge, with well-defined strategies (Martinez-Cañas, Linuesa-Langreo, & Blázquez-Resino, 2016; Helkkula et al., 2018), stimulating creativity and the capacity for resilience and adaptability in an ecosystem dimension. Complaints emerge, in this context, as excellent management indicators for organizations and services (Filip, 2013). Learning how to diagnose weaknesses, understand the potential of internal failures to respond proactively and involve the actors, not only strengthens business relationships but also repairs less positive experiences (Carù & Cova, 2015) with an impact on organizational culture (Koc, 2019) enhancing onto-phenomenological inter and intra subjective experiential practices and value co-creation.

In that sense, complaints emerge as a never-ending source of information on customers' experience and market dynamics (Isoraité, 2017; Bengul & Yilmaz, 2018), allowing the service to welcome, integrate and transform them through new value propositions (Tronvoll, 2017; Polese et al., 2017), making the context more dynamic, closer, more confident, more inclusive, more cohesive, supportive and more competitive too. Understanding the causes that originate customers' complaints makes competitive success easier (Johnston, 2001).

Taking the S-DL, VSA and Service Experience approaches as a theoretical references, and framing this new pandemic context and its repercussions with the proliferation of the use of new communication tools, especially social networks, the customer's role is not limited to being an actor. They are required to be dynamic, critical, to play an active and constructive role, to be a true co-creator of value, a promoter of new visions, and an innovator of new practices in the service context. Including the customer as a partner-actor-builder will revolutionize and

⁴ Co-creation is a value which depends on an ecosystem of experiences and interactions involving a whole lot of constellations of multivariate resources.

impact all dimensions of an ecosystemic management. Our purpose is to contribute to present a different approach of practicing complaints management in a more integrative, eco-constructive and collaborative proposal by assigning a differentiating and inclusive role to the customer-actor and requiring active listening in dynamic A4A relationships.

METHODOLOGY

For the realization of this article, some credible scientific sources were selected and seen as references such as Emerald, Elsevier, Business Source Complete, Academic Search Complete, Science Direct, Taylor & Francis and Scopus to “obtain reliable, robust and cross-checked data” (Wang et al, 2019). We delimited the search field for articles published in academic journals, peer-reviewed, with the highest citation index and published in the period between 2010 and 2021.

Under the umbrella of the concept of “co-creation value” and “complaints management”, we wanted to determine whether the proposed theme was relevant, pertinent and reliable. These are, in our view, the two core concepts because, following the guidelines of the S-D Logic and VSA approaches, they are inseparable. All relations are called together to present a holistic construct. The act of complaint becomes, in itself, a binding of convergences. A fertile territory for experiences, the complaint is a means of interpellation, and an intentionality manifestation. The client becomes an active actor and a co-creator of plural meanings that seeks a contextual ordering, structuring himself as a social being in a given relational order. The customer becomes a constructor of realities. All actors are potential co-constructors in a plural dimension. The co-creation of value becomes a movement that generates transformations. Learning operates in the experience and guarantees the sustainability of the ecosystem. Both concepts interpenetrate and interinfluence each other.

To do this, we adopted a methodology that was structured on 5 levels: i) we started by selecting the 2 keywords to obtain the data mapping of the keywords search with greater rigor and precision, circumscribing them to the areas of Marketing and Management, Economic and Business. We selected some key words such as “complaints” or “complaints management” (CM); “Co-creation value” or “cocreation value” (CCV); ii) we expanded the field based on the results and added the descriptors “Service Dominant Logic” (S-DL); “Viable System Approach” (VSA); “Negative Word of Mouth” (NWOM); “Service Ecosystem”; “Service interaction” and “A4A” .; iii) we analyzed, according to the criteria of relevance and relevance and number of citations, having used the Boolean operators (AND (+), OR, NOT (-)) and the symbols “ ” and * to attribute greater precision and refinement to the search; iv) the duplicate articles have been removed; v) we evaluated the results returned and started reading the most relevant articles on the impact of complaints in co-creation value based on 3 marketing theories: S-DL, VSA and SE, examining the abstracts, the introduction, conclusion and proposals for future research.

Table 1. The results are as shown in the table below⁵

Database Content Provider	Keywords								
	“co-creation value” (CCV)	“CCV” + “CM”	“complaints management” (CM)	“service dominant logic” (S-DL)	“viable system approach” (VSA)	“negative word of mounth” (NWOM)	“service ecosystem” (SE)	“service interactions” (SI)	“A4A” [“SI”]
Emerald	196	149	666	2000	81	1000	611	1000	2
Elsevier	61	149	5	293	4	171	6	0	0
Business Source Complete	104	32	90	1730	11	1324	202	471	2
Academic Search Complete	31	16	65	243	2	245	95	250	2
Science Direct	65	4	18	565	5	312	172	188	2
Taylor & Francis	106	34	81	1555	10	1020	174	535	2
Scopus	10	149	8	327	4	75	61	42	9
Total	573	235	933	6713	117	4147	1321	2486	11

⁵ The investigation of scientific articles was concluded on 18th of April 2021.

Table 2. The results are as shown in the table below.

Database Content Provider	Keywords							
	“co-creation value” (CCV)	“complaints management” (CM)	“service dominant logic” (S-DL)	“viable system approach” (VSA)	“negative word of mouth” (NWOM)	“service ecosystem” (SE)	“service interactions” (SI)	“A4A” [“SI”]
Emerald	196	666	2000	81	1000	611	1000	2
Elsevier	61	5	293	4	171	6	0	0
Business Source Complete	104	90	1730	11	1324	202	471	
Academic Search Complete	31	65	243	2	245	95	250	
Science Direct	65	18	565	5	312	172	188	
Taylor & Francis	106	81	1555	10	1020	174	535	
Scopus	10	8	327	4	75	61	42	9
Total	573	933	6713	117	4147	1321	2486	11

Table 3. The results cross two different keywords are as shown in the table below.

Keywords	Database Content Provider							
	Emerald	Elsevier	Business Source Complete	Academic Search Complete	Science Direct	Taylor & Francis	Scopus	Total
CM+CCV	149	0	32	16	4	34	10	245
CM+SDL	46	9	30	1	9	27	0	122
CM+VSA	0	0	1	0	0	0	0	1
CM+NWOM	109	23	133	11	24	140	1	441
CM+SE	10	2	7	0	2	5	0	26
CM-SI	125	15	108	7	23	102	0	380
CM+A4A	0	0	0	0	0	0	0	0
TOTAL	439	49	311	35	62	308	11	1215

Table 4. The results cross two different keywords are as shown in the table below.

Keywords	Database Content Provider							
	Emerald	Elsevier	Business Source Complete	Academic Search Complete	Science Direct	Taylor & Francis	Scopus	Total
CCV+CM	149	0	32	16	4	34	10	245
CCV+SDL	976	313	951	41	317	801	127	3526
CCV+VSA	25	8	11	0	8	0	1	53
CCV+NWOM	111	45	87	3	48	61	0	355
CCV+SE	309	145	235	10	149	161	25	1034
CCV+SI	714	137	572	21	236	541	7	2228
CCV+A4A	44	18	1	0	0	0	141	204
TOTAL	2328	666	1889	91	762	1598	311	7645

Table 5. The results cross three different keywords are as shown in the table below.

Keywords	Database Content Provider							
	Emerald	Elsevier	Business Source Complete	Academic Search Complete	Science Direct	Taylor & Francis	Scopus	Total
CM+CCV+SDL	23	6	15	0	6	15	0	65
CM+CCV+VSA	0	0	0	0	0	0	0	0
CM+CCV+NWOM	12	4	9	0	4	9	0	38
CM+CCV+SE	7	0	3	0	0	4	0	14
CM+CCV+SI	28	6	15	0	7	15	0	71
CM+CCV+A4A	0	0	0	0	0	0	0	0
TOTAL	70	16	42	0	17	43	0	188

Table 6. The results cross five different keywords are as shown in the table below.

“CCV”+“CM”+“S-DL”+“VSA”+“NWOM”=18
“CCV”+“CM”+“SE”+“SI”+“A4A”=0

The result of the addition “CCV + CM” (= 235) allows us to infer that this research proposal has potential to be investigated. When we added all the Keywords in each database, we found that the return of the results was = zero. Such finding encouraged us to dive into the theme using multidisciplinary and ecosystemic approaches such as, S-DL, VSA, SE, SI.

Based on the results achieved by the research carried out, we found that the themes of co-creation value and complaints management are assumed to be a criteria of relevance and pertinence thematic concepts to start an

investigation. Its territory therefore presents enormous potential, allowing for exploration through multidisciplinary and systemic approaches.

AROUND THE UNDERSTANDING OF COMPLAINTS PHENOMENA

Understanding complaint phenomenon and its impact on the improvement of service management are fertile and essential territories in terms of strategic orientation of the organization in the customer's perspective and relevant opportunities that should be integrated by the nature and substance of data collected and transformed into value segments. Due to the richness of information they convey and the set of value propositions that give us back these data, they can be directly applicable in improvement and innovation processes. We can take it as an active phenomenon of value co-creation that constitutes the raw material for analysis and enables a differentiated *modus operandi* of organizations.

Customer complaints are arid, multidimensional and complex territories because of the variety of interaction constellations between different actors. They are dynamic and interactive constructions experienced in a specific time and context, and they are decisive in the relationship between the parties involved in the process. They are based on premises that result from a situational reality engraved as negative impressions or records of events inscribed and understood by the individual consciousness of those who went through a certain experience (Tronvoll, 2008, 2012).

Complaints are cognitive states, they are behaviours, they are affective-emotions manifestations, they are, in short, a form of communication (Carvalho et al., 2014). They are unfavorable attitudes towards a situation, a person, an object always involving an interaction (Johnston & Michel, 2008). To that extent, complaints are warning signs that must be taken into account and most of the times reflect dissatisfaction which make clear the gap between expectations and the intra and inter subjective experience itself (Oliver, 1987; Stephens, 2000). (In)satisfaction is the result of a comparison judgment between the expected and the real experience performance (Gelbrich & Roschk, 2011).

The complaint therefore represents a multidimensional aspect of the experiential dimension. There are countless contributions that account for the ideal definition of a complaint. According to Butelli (2007) a complaint is the proof of a not quite good experience, it is a function of dissatisfaction (Heung & Lam, 2003) or a consequence of discontent (Ndubisi & Adeline, 2007). It is a negative expression (King, Racherla, & Bush, 2014), it is a phenomenological experience of unfavourable service (Tronvoll, 2012; Mei, Bagaas & Relling, 2018), it is a way of tacitly evaluate a service (Filip, 2013) and it is also seen as a complex blend of attitudes and emotions that trigger a set of behaviours which integrate reasons and ways of acting (Isoraité, 2017). The complaint, among other virtualities and functions, is a paradigmatic way focused on human interconnections that generate value propositions (Martinez-Cañas, et al., 2016), which contribute to (re)(i)nnovate a system or a set of processes and procedures of a service or organization (Helkkula et al., 2018). Complaints are management tools (Isoiraté, 2017) that integrate different actors/partners to redefine structural equations that generate value and enable cultural changes (Koc, 2019).

Butelli (2007) sums up a set of reasons that seek to justify the act of complaining as a fundamental element in the creation of co-created value. This author tells us that since the complaint is an expression of dissatisfaction, it can also work as an opportunity to improve the functioning of services. It should be seen as i) a contribution to solve problems registered in a service based on experimentation; ii) a quality control detector; iii) a means to identify real needs; iv) an assistant for the service image improvement; v) a proposal for new propositions of value in the context of change; vi) a means of getting closer to customers, ensuring that way their potential loyalty; vii) a piece of information to prevent likelihood legal proceedings; viii) a way to reduce the gap between satisfying the need and the customer's expectation (Carvalho et al., 2014).

Tronvoll (2008, 2012)⁶ introduces a set of reasons that support the inclusion of the act of complaining in the strategic services management and creation of value that, even today, are updated (Bengul & Yilmaz, 2018; Mei et al., 2018). These reasons are of various types and apply to: (i) providing marketing intelligent data; ii) identifying common service problems; (iii) learning about the organization; (iv) improving service design and delivery; (v) measuring and enhancing the perception of quality; (vi) helping strategic planning; (vii) the dynamic return to the experiential service⁷ influencing its performance.

⁶ This data survey on the reasons leading to the incorporation of service recovery complaints has been studied by numerous authors, such as Yilmaz et al (2016), Isoraité (2017), Istanbuluoglu, (2017), Bengul & Yilmaz (2018), Koc (2019).

⁷ An experiential service is an ecosystem of relationships aiming to achieve homeostasis based on subjective and ecosystemic experiences. It is evidence based on intra and inter subjective experiences. It is a contemporary approach centered on relationships, communication and interactions focused on the customer. It tries to provide strong positive experiences memorable to the customer allowing him to play an active participative role leading to innovation and value co-creation.

According to Komunda and Oserankhoe (2012), the complaint is an opportunity for the organization to restore the service likely to be a real challenge to optimize its value propositions (service), through the feedback gathered from complaints, reducing its negative effects (Komunda, 2013). Associated with customers' heteroclitic behaviours and emotions, the complaint often stems, according to Berry and Parasuraman (1991) and Zeithaml, Berry, Parasuraman (1993) from a set of performances that go beyond the '*zone of tolerance or acceptance*' and can be expressed through verbal or non-verbal forms of communication. This tolerance zone, expression used by Berry and Parasuraman (1991), is the acceptance space the customer recognizes as valid in the process of exchange and service performance. Every action exceeding this individual boundary is taken as unacceptable in the client's perspective, eventually leading him to the complaint. The limits of acceptability are therefore neither uniform nor stereotyped, varying from customer to customer and their experiences.

More recently, and supported by technological and disruptives advances, complaints have been gaining a new impetus, expanding their action, understanding and relevance (Afify & Kadry, 2019; Kitapci, Ozbek, Sakarya & Sariyildiz, 2019; Koc, 2019). Traditionally anchored in a face-to-face, dyadic or triadic relationship, complaints have been expanding to a new dimension enabled by digital interconnectivity, where the network context allows the emergence of multiparty relationships⁸, (Gummeson, 2008 a,b; Payne et al., 2008; Chandler & Vargo, 2011; Istanbuluoglu, 2017; Mei et al., 2018; Sklyar, Kowalkowski, Tronvoll, & Sörhammar, 2019), making their study more and more urgent and complex. We know digital networks spread and disseminate negative content more easily and quickly extending their impact in time. In the case of Negative Word of Mouth (NWOM) complaints can have irreparable consequences for the organization or service (Istanbuluoglu, 2017; Huang, 2018; Kitapci et al., 2019). Complaints displayed on online platforms can assume different digital formats such as blogs, forums or other social networks involving a group of "invisible" people (Ro & Mattila, 2015) and spread the focus of the complaint. Poor content can lead to the loss of clients/actors and directly affect the organization or service (Istanbuluoglu, 2017). As a matter of fact, the provider of products, goods or services is expected to strengthen this dimension in his management maintaining the focus of satisfaction for both parties. This way, complaints must embody the raw material so that they can be transformed and meet the customer's satisfaction. This process must be simple, transparent, fast (Isoraitè, 2017) and beneficial to the actors involved, increasing the participation of customers as co-builders, co-integrators and co-activators of new resources, products or service (Martinez-Cañas et al., 2016; Waseem et al., 2018). In the perspective of the goods, products or service provider it is quite important to participate right at the source of the chain with a clear vision of his mission and knowledge of the context, its weaknesses and threats, in order to reduce the effect of negative impression, circumscribing the data provided so that he can trace a wide territory of mutual, transparent, motivating and innovative learning, with a prospective and ecosystemic look and resolute activation (Bengul & Yilmaz, 2018; Isoraitè, 2017).

Given the multidimensionality of this phenomenon and the plurality of connective network systems at the mercy of the actors that are part of organizations and their customers, complaints are currently seen as a driving lever for organizational learning (Filip, 2013; Yilmaz et al, 2016), for the emergence of innovation and creativity as well as for the applicability of the best practices that prove to be determinant in the study on value co-creation (Martinez-Cañas et al., 2016; Kitapci et al., 2019).

COMPLAINTS AS PROPOSITIONAL CONSTRUCTS OF COLLABORATIVELY GENERATED VALUE

Knowledge differs from information and data. These represent, according to Zack (1999), observations or facts out of context and of insignificant value. Information, often as a message, already translates a contextual meaning and knowledge is the result of a process of selection, accumulation and organization of experienced and dialogued information, giving value in a tacit or explicit point of view. The information gathered involves stories developed out of direct onto-phenomenological experiences determined by interaction (Carvalho, 2016). More formally articulated and documented knowledge results from an integrative and interactive refinement (Zack, 1999). The combination of both gives rise to the construct value, an eclectic ingredient of organizations and clients/actors. Value, as a dynamic and interactive process, is generated, according to Heinenon and Michelsson (2010), within relational multipart experiences between client/actor and service provider. These relationships are unique, evolutive and associated with the creation of value, as an interrelational construct that provides the client with resources and means for him to convert into value, which, in turn, emerges from procedural interaction between the parties involved that may evolve family members, friends and other people (Grönroos, 2008; Payne et al., 2008; Vargo & Lusch, 2008b; Ro & Mattila, 2015; Martinez-Cañas et al., 2016; Waseem et al., 2018). Its study becomes decisive in

⁸ Vargo & Lusch (2011) and Chandler & Vargo (2011) say the idea of service joins directly or indirectly the actors together through dyads (customer-provider), triads (two actors and the provider) and multipart (nets), apud Carvalho (2016).

terms of relational constructs and complaint services taking into account the importance of the customer's feedback upon the encouragement for new practices of value co-creation (Tax & Brown, 1998; Tronvoll, 2008, 2012, 2017; Waseem et al., 2018). Participation encourages the sense of commitment that motivates actors to developing and implementing participatory-based learning resolutions|solutions, founded on experimentation and satisfaction of results. This sharing of influences, this active and dynamic ecosystemic participation involving all the actors promotes different opportunities, makes the contextual reality fluid and rich, leading to increasing knowledge, as a construct of co-created value based on learning experiences and promote the competitiveness.

Roser, Samson, Humphreys, and Cruz-Valdivieso (2009), in a report produced in the United Kingdom, edited by Promise LSE Enterprise, make very wise comments on the new paths of value creation and state that "co-creation is an active, creative and social process, based on collaboration between providers and customers and initiated by the organization to generate value for the customer" (p. 9), allowing the ban of boundaries among the parties involved, generating new cycles of meaning and value. In this perspective, knowledge creation is presented as a fluid and interactive process that results from tacit and experiential knowledge based on a collaborative and relational dynamic (p.12). In fact, a good complaints management service gathers together a whole systemic set of variables that will contribute to the success of relationships between clients and providers, and all actors. The relational typology is of experiential, interactive and systemic basis in an experiential, collaborative and networked service. However, not all participatory experiences appear as value co-creations nor can they be seen as positive constructs of value co-creation (Carù & Cova, 2015). Such a premise leads us to the most critical discussions about the nature and process of co-creating value in a multidimensional approach, intersecting the complaints segment. If, on the one hand, Vargo and Lusch (2008 a, b) state the customer is always a co-creator of value together with the company, Grönroos (2008) argues that creation of value and co-creation of the service are distinct realities, because they do not necessarily end in value emergence, once the customer may not be interested or committed to actively participate in the service or even cooperate with it (Payne et al., 2008; Heinenon & Michelsson, 2010; Carvalho, 2016). According to Grönroos (2008), Gummesson (2007), and Waseem et al. (2018) the value emerging or resulting from experiences, the value in use, is not produced by the provider but rather by the effect of the interactive dynamics that characterize the moments of contact and truth (Carlzon, 1987). These moments soothe down opposite positions that in the exchange processes include service providers and customers, actors, producers and consumers.

We assume we are all potentially creative. We assume the source of the results lies in relationships (A4A) (Polese et al., 2017). We believe in the assumption that co-creation is a form of collaborative creativity emerging from a process of mutual and constructive learning. Following this line of thought, it is assumed that (i) all human beings are potentially creative and complaint subjects; (ii) the results obtained by good management policies are based on a relational basis; (iii) co-creation is a form of collaborative creativity based on a network of relationships emerging from both a process of mutual and constructive learning and an experience that results from a service use (Grönroos & Ravald, 2011; Helkkula et al., 2018).

If the customer becomes central asset of the value network (Tronvoll, 2017) in this dynamic, responsibility to generate his own value will lie upon him. To that extent, he appears both as facilitator and co-creator. Co-creation, thus, allows the client|actor to get involved and transformed into an active participant who uses implicit knowledge resulting from his experience, intuition and emotions to co-create value. Cova and Dalli (2009) emphasize that, as a central element, the client shows up both in interrelationships, interactions and onto-phenomenological experiences that emerge and allow the value construct resulting from experiences taking place at that moment, during and after the meeting, in immaterial work and social relations. However, personal and emotional experiences are not limited to moments of production-consumption of the service. Quite often, other situations outside the context of the service occur and can generate or destroy that value. To that extent, it is vital for the provider not to neglect customers' positive or negative judgments, perceptions or assessments, as they are significant ingredients for the construction of the value co-created within the organization as well as in the customer's socio-familiar relationships (Arantolla-Hattab, 2013; Carvalho, 2016). The service acts as an entity-organism in a multivariable reality in steady construction aiming at systematically understanding the encounters and the mismatches in order to improve performance, transforming itself through the different experiences (Helkkula et al., 2018) that occur at the moments of meeting resulting from interactions between customers and providers.

In the service's point of view, complaints can be a threat to the survival of the service (Koc, 2019), so they must try to answer to the poor quality of the service or to its verified non-conformity, through solutions that involve the customer in the search for the best solutions, minimizing negative impacts and seeking to bring about changes in less positive attitudes. Linked together with the service provider's wise decision in the search for more advantageous solutions to re-establish service failures named by literature as the 'recovery system', there's an increasing perception of service quality, positive communication (WOM). It improves the image of the service and brings satisfaction

which make constructive relationships with customers possible (Komunda & Oserankhoe, 2012). According to Koc (2019) the provider, instead of adopting a reactive attitude towards complaints, should act proactively and respond strategically. It is clear that, intertwined with this proactive and holistic attitude, we must include, as a meaningful short note, the creation of communication plans in an organization and the validation of their long-term impacts, generating a co-constructively viable and ecosustainable service.

Value creation, stemming from the substance of the complaints, can occur in i) different contexts: physical or virtual, (Vargo, Maglio & Akaka, 2008; Vargo, Lusch & Akaka, 2010; Edvardsson, Tronvoll, & Hoykinpuro, 2011; Istanbuluoglu, 2017; Mei et al., 2018; Koc, 2019), ii) in use (Vargo & Lusch, 2004; Ballantyne & Varey, 2008; Grönroos & Ravald, 2011; Fitzpatrick, Varey, Grönroos & Davey, 2015), iii) in exchange (Vargo & Lusch, 2008) and iv) experiential (Arantola-Hattab, 2013; Carvalho, 2016; Waseem, Biggemann, & Garry, 2018). Heinenon (2007), when studying the context of a bank's online services, distinguishes four factors in the value-creation process, i) technical - (what); ii) functional (how); iii) time (when) and iv) spatial (where, related to the context, the physical location). Well managed, assertive and readily responded (Istanbuluoglu, 2017), complaints can strengthen the bonds of trust, loyalty, proximity, interaction, co-responsibility and inclusion (Waseem et al., 2018).

The new dynamic and systemic configurations of the complaint management process (complaint systems) and their effects on service recovery are, therefore, strategic opportunities not only for systematizing the evolution of informational and organizational learning (Isoraité, 2017), but also for the consolidation of the networks of relationships between the different actors (Bengul & Yilmaz, 2018).

The systemic model SD-Logic appears as an opportunity for innovation opposed to the traditional one characterized as unidirectional (GD-Logic), the so called face-to-face context (Vargo & Lusch, 2004; Kitapci et al., 2019). It promotes a dimension of greater proximity, physical and visible presence adopted by the service provider. The complaint, emerging out of this new technological context, has introduced to the complainers other facilitating and diffusing dimensions though simultaneously, unknown to the service provider. This is a territory urging to be explored by the profusion of information networks that occur online with greater connectivity and interactivity, such as forums, blogs, and other sites, making it more difficult for the service provider to take action at the spot, so that he can improve procedural dynamics of greater proximity, interaction and inclusion among the actors involved and as a guarantee of their satisfaction (King, et al., 2014; Istanbuluoglu, 2017).

This way, the locus of answering complaints seems to be one of the most sensitive and priority areas for the service strategic management.

VSA AND THE EMERGING COCREATION VALUE

One of the methodological tools of understanding and heuristic and hermeneutic analysis of organizations emerging from numerous multidisciplinary contributions is based on the theory of dynamic systems whose focus relies on the interactions among actors. The Viable System Approach (VSA) is a holistic system that adapts a logic of the 'business' management of viability and sustainability. Its fundamental principle is to recognize the functional importance of interactions, reticular relationships and value co-creation. To that extent, it integrates the interdependent parts (people, technologies and activities) in order to take its ecosystemic organicity for granted in a context intended to be evolutive and sustainable (Badinelli et al., 2012; Hoverstadt, 2020; Preece & Shaw, 2019). The principle of cooperation and collaboration among actors enables reproduction, creativity and the evolution of the systemic organism. As for the dynamic-evolutive perspective, it allows a continuous homeostatic alignment, essential to the growth of the organism between internal potentialities and external expectations.

VSA suggests "meta-models for the understanding of any business domain (...) identifying viability as the ultimate goal of each systemic entity in competitive environments" (Badinelli et al., 2012, p. 18). VSA states organizations – seen as systems – must integrate and articulate in their dynamic and interactive management, the self-poetic, self-organized, potentially self-transcendent principles in order to become self-sustainable (Barile & Polese, 2010; Helkkula et al., 2018) and feasible in a gradually competitive environment. As the dynamics of the systems are viable, evolutive and interdependent, no other phenomenon occurs without the dynamic participation of the system that constitutes it and in which it participates. The collaborative involvement and natural coevolution of an expanding system causes co-learning and continuous adaptation through structural and reticular action (Golinelli et al., 2002; Hoverstadt, 2020) enabling the service resilience.

In the light of these foundational assumptions of coevolutive interconnections determined by a dynamic structure of adaptive connectivity, the nature of the actions of complaints and their impacts on organizations indicate that, based on general evidence, this phenomenon spreads to different aspects-subsystems and, correspondingly, to the different reactions to the context of the holistic-systemic structure. The various degrees of dissatisfaction, of more negative emotions, of boycotts, of pass the word (negative word of mouth – NWOM),

generated by contingent factors in the subjective evaluation and / or by the objective verification of failures of the service provided (Reynolds & Harris, 2005; Badinelli et al., 2012; King et al., 2014; Kitapci et al., 2019) affects and amplifies the entire systemic structure (Hoverstadt, 2020). As everything is interconnected, any service failure, which according to Koc (2019) means a type of error, deficiency or problem that happens when a service is provided, can cause negative emotions, dissatisfaction and frustration. It compromises the essence of the service and may cause irreversible damage. The organization is more complex than management, demanding from the actors a dynamic in the search for a complex equation to reach an evolutive balance of interests based on four major vectors: i) technology, ii) geography, iii) customers and iv) time (Hoverstadt, 2020).

The complexity of this phenomenon requires a holistic-systemic understanding. Studies on how to engage and deal with customers in this world of connected networks are still scarce. Due to the nature and substance of the data collected, the wealth of information they carry, the set of possibilities that other experiences arise, the act of complaining must be regarded as relevant opportunities in rebalancing, reorganization, reorientation, re(i)nnovation of procedures and attitudes towards customers. We are in a new era, no longer focused on the product, but directed towards a complex multidimensionality of factors that involve the individual as a single and social being interactions representing an interconnected whole, mind, body and soul (Martinez-Cañas et al., 2016, Polese et al., 2017).

The difficulty of this new approach, focused on the customer and in an holistic systemic perspective, makes us stand in a logic that goes beyond the provider's view and control.

Although throughout the process of co-creating value the central role is given to the client/actor, even as far as the complaint is concerned, he is still seen as a client-consumer, an employee, and a partner. This view interests particularly the provider who sees this change as an opportunity to generate value based on customer's active collaboration (Mei et al., 2018; Stephens, 2000). The paradigm centred on the goods and services supplier, typified by the GD-Logic model and its typical transactional orientations of a more normative management aiming at profit, gives way to a new conceptual model of experiential and relational basis starred both by SD-Logic and VSA. These models focused on gaining sustainable and systemic value for the parties involved, provider-client, has given rise to an approach based on the (r)evolution of theoretical thinking and on the modus operandi of processes, making them less sectorized and more open, dynamic and systemic, integrating cognitive, emotional and behavioural components of all the parties involved in the process of production and creation of goods and services with value, generating a transversal well-being in the improvement and quality of service provision (Berry & Parasuraman, 1991,1997; Golinelli et al., 2002; Badinelli et al., 2012; Hoverstadt, 2020).

A4A IMPACT INTO CO-CREATION VALUE

The whole univocal provider-customer relationship changes. The client is no longer seen only as an object for whom the service is produced but is now known as a subject with whom the service co-produces, co-creates, becoming a determining entity for the change of an inclusive logical paradigm. The client/actor also becomes a provider of interactions (Payne et al., 2008; Martinez-Cañas et al., 2016; Polese et al., 2017).

However, and still according to Heinenon and Michelsson (2010), despite the change, SD-Logic still represents the logic of the service in the perspective of the provider as far as value co-creation is concerned. This position is controversial. Nevertheless, this does not prevent the recognition and enhancement of the positive change in giving the client a more central and interventional role in this model. This will allow him to determine and build value in the logic of an interactive process of intra and inter subjective experiential basis. This context occurs at the moment of the meeting (touch point), at the moment-of-truth, at the moment of service provision, although sometimes it can end up in customer's dissatisfaction if it goes outside the acceptance zone during the service interaction or the value-in-use that was appreciated, perceived and judged (Tronvoll, 2008). Such deviations or service failures are not, in the words of Day (1984), Koc (2017), Kitapci et al., (2019), enough for the complaint to occur.

If a service is recorded in the customer's mind as being unfavourable, it is as if this service was associated with intense and immersive, negative experiences, able to trigger judgments that go deep in the customer's defrauded expectation during the experience. At the basis of this systemic construct are the experiences, as elements that configure emotional and behavioural manifestations in a territory called experiential service.

Experiential service is a dynamic and tripartite process that, according to Edvardsson, Enquist & Johnston (2005), promotes cognitive, emotional and behavioural responses essential to the understanding of experiences and behaviours. They are thus recorded in customers' minds and memories, so it will be natural for the provider to care for a better understanding of the client/actor to improve the best practices leading to an increase of his satisfaction.

EMOTIONS AND THE UNDERSTANDING OF THE PROCESS OF COMPLAINING

The emotions phenomenon is a very complex territory to work on due to its profusion of manifestations and the conclusions that can be drawn from it. Crossing dimensions that most of the times go beyond the observable, the visible, originated in the intimate sphere of subjectivity. The non-inclusion of the relevance of this phenomenon can cause difficulties in the application of service management models and procedures.

It is precisely in the complaints chapter that the importance of studying the emotional component of critical judgments is most evident to set up a 'business' opportunity plan and for the implementation of policies that ensure service quality improvement. According to Tronvoll (2008, 2012), Payne et al., (2008), Höykinpuro (2009), Mei et al. (2018) the study of the complaints behaviour is based on the cognitive-emotional-behavioural (pre)disposition that singularly happens in a specific time and space context. Such behaviour should not be understood as an entropy generator in the performance of a service, but, rather, as an auxiliary for the construction and maximization of a value that is measured by a set of factors: i) by determining the continuity of a service; ii) for reducing the effect of spreading a negative opinion of a subjective and impressionistic nature; iii) for creating conducive atmospheres to the sustainable and dynamic development of the 'business' through a relational construct, i.e., a close encounter with customers, and, consequently, iv) in an integrative, systemic and holistic logic, giving them more accurate, transparent and in-depth knowledge on the functioning of the organization.

The complaint approach has been in line with the evolution of humanity and its philosophical perspectives. Tronvoll (2012, 2017) in his approach to this relational methodological typology of experiential basis and evaluative impact for organizations and clients warns about the need to join together customers' cognitive, emotional and behavioural valences as nuclear substrates to the understanding of positive and/or negative reactions. These can directly or indirectly influence the evaluation and impact of the perceived image, performance and its positioning on the organization. Tronvoll (2012) as well as Martinez-Cañas et al. (2016) tell us that emotions can influence the client's more or less receptive and perceptive behaviour. In other words, it is important for the service provider to understand the emotional aspects that can result in an unfavourable service behaviour.

Scientific literature is not consistent in the clear distinction and application of these categories. Its definition, attribution and use are often confused. With tenuous borders among them, their use depends to a great extent on the meaning that each individual gives them. That is, and still according to Bagozzi et al. (1999), the cognitive subjects show differentiated affections and singular predispositions for the complaint that vary according to their personality, personal values, the extension of their critical sense and their motivation to complain (Tronvoll, 2012; Höykinpuro, 2009; Mei et al., 2018). It should be noted that emotion, behaviour and attitude are therefore defined by their affective and cognitive determination. Its manifestation is, thus, constituent and is at the origin of any complaint.

In this perspective, it makes perfect sense to use the taxonomy of emotions introduced by Diener et al. (1995) and reused by Tronvoll (2011) in his article on the negative effects of emotions in the management of complaints by anchoring on the client the responsibility in the creation of his own value. Diener et al., (1995) categorize negative emotions on four core pillars: i) the fear that includes worry, anxiety and nervousness; ii) anger (irritation, discontent and rage); iii) shame (guilt, regret and embarrassment) and iv) sadness (loneliness, unhappiness and depression).

The nature of emotions is characterized in a double dimension: positive and negative. In the positive dimension, the state of sharing, true collaboration and optimism (Bagozzi, 1999) are proofs that positively nourish any process of interaction and performance. Collaborators must, in a natural way, show them. In the negative dimension, an emotion, on the contrary, shows the nature of a misadjustment that causes discomfort able to trigger a complaint process. According to Bagozzi (1999, p. 184), negative emotions are showed when we experience something that is unbalanced or misadjusted to the client's expectations, defining emotions as "mental states that arise from cognitive assessments of events or from their own thoughts; it has a phenomenological emphasis and is accompanied by physiological processes (...) physically expressed".

Negative emotions can arise from a problem resulting from a service failure or error (Koc, 2017, 2019) and, to that extent, they can occur both in terms of processes and the results of service provision. However, the most negative dimensions generated in a particular context and/or use of service are usually those linked to a framework of expectations far beyond customers' therefore leading to the complaint. This more demanding set for the parties involved makes the best strategy mandatory to find the solution of the problem to make the customer satisfied and the service provider more relaxed regarding the after-service effect. However, employees must have the skill to adopt the best practices in meeting moments, knowing how to deal with negative complaints (Gruber, Szmigin & Voss, 2009).

In this perspective, social networks and technological interfaces are authentic disseminators of (positive or negative) information and require increased compliance by the supplier or service provider. The ease of occurrences,

such as NWOM, in a digital context, is far superior to that of the touch point or face-to-face. Such a context requires the adoption of a multifaceted approach, precisely because of the extensive use and ease of customers to trigger a complaint or NWOM in an online environment, often invisible (; Martinez- Cañas et al., 2016; Istanbuluoglu, 2017; Dziejawanowska & Kacprzack, 2020) for the service provider to respond strategically while keeping up with competitive advantage and improving the sphere of business value (Koc, 2019).

Dissatisfaction is one of the emotional ingredients that underlies protest behaviour. However, criticism resulting from individual judgments do not always match the desired effect. When it fails to meet customer expectations it can cause large variations in the subjective scale of the complaint (Oh, 2004; 2006). Within the scope of the complaint phenomenon, there are studies (Carvalho et al., 2014) that focus on potential subjects, on economic, cultural and social universes, on mankind and also on geopolitics, which identify the actors, instances and circumstances that prove to cause a greater rise in the global rates of the complaints phenomenon.

Having identified the groups, the instances and circumstances that are likely to register higher rates of complaint, it is necessary to find the reasons for them to do so. This difficult theme, the object of a study by Tronvoll (2008, 2012), is also addressed in the works of Stephens (2000), Butelli (2007) and Robertson et al. (2012) and more recently in the works of Filip (2013), Ro & Mattila (2015), Martinez-Cañas et al., (2016), Yilmaz et al. (2016) Koc (2017) and Waseem et al. (2018).

Since the provision of a service is a dynamic and interactive process involving experiences that generate use value and context value, Edvardsson et al. (2005) and Edvardsson, Tronvoll & Hoykinpuro (2011) highlighted the variable impact such experiences trigger in different actors' emotional cognitive memory. In this sense, they highlight the attention that should be given by the provider to the understanding of the 'unknown areas' of the subject-actor-client (Butelli, 2007), in order to learn out of them the best practices leading to the increase in the level of satisfaction of the entire surrounding systemic network.

The dynamic element of construction, of procedural (de)construction and (re)construction operates in an ecosystemic context and, as a result, acts on structures, resources and rules (Vargo & Lusch, 2012). Its relevance to this structural conception of organizations is highlighted by Tax et al., (1998), to the point of subscribing and encouraging the justification of its use by the positivity that can end up in processes, results, experiences and relationships. The attention to oral communication or the customer's written testimony can also contribute to ensuring their loyalty (Tax et al., 1998).

The phenomenon of complaint behaviour is covered by an enormous complexity that results from a variance of factors and taxonomies it hosts. In this sense, it is necessary to expand the reductive and unilateral dimension and assign a more organicist conception, (Yilmaz et al., 2016; Bengul & Yilmaz, 2018; Hoverstadt, 2020) based on a systemic paradigm, on interactions aiming at a co-created value construct. Following this reasoning, complaints should not be seen as obstacles to better performance but rather as cornerstones that dynamically, dialectically and constructively guide a co-constructed and positive relationship (Reynold & Harris, 2005; Filip, 2013; Koc, 2019). In the words of Martinez-Cañas et al. (2016), only through value co-creation, in the provider's perspective, can trust, loyalty, risk reduction, optimization of the cost-benefit relation be generated. That very same value co-creation, in the customer's perspective, will give rise to empowerment, commitment, satisfaction, learning and personalized experiences. There is, thus, a more humanistic and holistic dimension, directed towards the co-creation of experiential value basis.

The act of complaining and the perceptions that somehow result from a misadjustment or dissatisfaction of something, in a network environment, can have a negative exponential effect for organizations. Lee & Cude (2012) adapted the taxonomy used by Singh (1988) to introduce the three categories of the complaint: i) the voice, while categorized as non-action as well as specific actions of those out of the customer's social network; ii) the behaviour of third parties, who are out of customers' social network and directly involved (consumer agencies); and iii) the private behaviour of those who are within the client's social network and not directly involved (friends and family).

According to Vargo & Lusch (2004, 2006) a service or a product gains value in the eyes of the customer if it is used. This value-in-use component is also associated with value-in-context, which indicates a process of interaction between the actors involved. It is precisely at meeting moments or at the 'touch points' (in person or in a network) that possibly less pleasant situations can arise generating the complaint. The decision on the act of complaining is influenced by numerous factors, which can be summed up in a 3- category framework. According to Tronvoll (2012) complaints can be i) verbal or non-verbal; ii) active or passive; iii) no action.

It is especially in the complaint's arena the importance of the client's|actor's role in determining 'business' and service improvement opportunities stands out. The study of complaints behaviour is based on the cognitive-emotional-behavioural (pre)disposition that singularly shows in its own time and space (Tronvoll, 2012). It should not be taken in an entropic way in performance of a service but, rather, be added as a lever for the construction and maximization of a value that is determined i) to influence the possibility of survival of a service; ii) to reduce the

effect of the negative impression and word-of-mouth dissemination (WOM) and, iii) to create alternative settings to the sustainable and dynamic development of the business through a relational construct, a capital encounter that is manifested by proximity and reliability of experiences with customers. These settings will, consequently, allow a more real, more rigorous, more transparent and wide knowledge of the organization, including a more integrative, systemic and holistic vision.

COMPLAINTS AS EXPANSIVE VALUE-BUILDING TERRITORIES OF CO-CONSTRUCTION OF VALUE

According to Koc (2017), a failure is some type of error or problem that occurs during service provision. The so-called service failures can then trigger negative emotions (Kim et al., 2010). Nevertheless, a service problem does not always end up in a service failure. There is a whole complex universe that goes beyond the meeting service that can lead to the customer's reactive system.

Complaints, a set of empirical evidence, are a clear example of tacit knowledge of the service and can neither be framed as isolated constructs nor neglected by increased attention of the organization. If, on the one hand, complaints mirror a kind of dissatisfaction, displeasure or expected misadjustment, this must be announced and incorporated as a spiralling driving force in the redesign of processes for fine-tuning service failures and (re)approaching the customer as a lever for relational constructs of structural value (Lusch et al., 2007; Vargo & Lusch, 2008a; Pranic & Roehl, 2012; Waseem et al., 2018) for the mutual exchange of continuous promises over time (Höykinpuro, 2009) and the potential impact that triggers and influences the organization's | company's results (Tronvoll, 2012; Koc, 2019).

Berry & Parasuraman (1991) value complaints management in such a way that they name it as the 'moment of critical truth' that will be at the genesis of relations with customers. Tax et al. (1998), and Koc (2019) agree at the encouragement to complain for the positivity it triggers in the processes, in results, experiences and relationships as well as in the value co-creation. Its importance, as an element that brings together value in the management of a service, has therefore been object of intensive reflection at the academic level.

Different cultures, values, personalities, emotional aspects, interactions and social exchanges (Koc, 2019) occurring among the different actors contribute, unequivocally, to a greater or lesser propensity for the act of the complaint, despite the numerous studies confirming that most customers do not complain about a service failure (Tronvoll, 2008). This means that there are onto-epistemological- phenomenological changes in the history of complaints behaviour, which essentially derive from changes in economic and cultural paradigms.

We can now understand how, nowadays, the complaint is valued as a lever for the construction of value co-creation, the core concept of SD-Logic, VSA and service Experience. The actors (provider, customers and a whole network of constellations of people and technology) must interact in a rich and co-constructive way, mutually feeding, like a living organism (organicism view) to provide their actors with unique and remarkable experiences generating, collaboratively and communicational, mutual well-being and trust.

CONCLUSION AND CLUES

Complaints as value co-creation ecosystems are currently a diamond theme for organizations and deserve prominence and primacy in an expansive management system of challenges and (re)definition of structuring strategies centred on the client as a person, individual – more humanistic perspective – and a whole wide range of people by his side.

Complaints, apart from setting up a strong link among the different actors and the organization are, according to Isoraité (2017), authentic strategic tools that allow not only to identify problems, gather information, aggregate and transform data, but they also reduce the effect of negative impression. In this sense, they help the provider to strategically position at the source of the systemic chain to learn (learning organization) and develop an eco-sustainable business or service (Hoverstadt, 2020).

We can thus state the complaints resolution process proves to be a critical, creative and strategic factor in organizations, anchored on the convincing drive to customer loyalty with the expression 'pass the negative word of mouth' (NWOM) to "pass the positive word" and the success of long-term performance (Isoraité, 2017). The degree of the complainer's autonomy determines the procedural level of response through an effective 'service recovery', that is, through a lens of vision | system perception. This attitude will enable the identification of the failure or non-conformity in order to classify the problem at the origin, taking assertive and integrative measures, improving the degree of satisfaction capable of creating a refresh to the ecosystem performance. In this dynamic and interactive process, it is crucial for the client/actor to access all the information in a fluid and transparent way through appropriate training and learning channels, opening the possibility of (re)approximation through the systematic use of active listening and the account of his experiences. Opportunities for client/actor inclusion and participation in

decision making (Polese et al, 2017; Tronvoll, 2017;) will be the dimension that will make him psychologically stronger, more demanding, confident and aware of reality (context) and of the value-in-use so that the degree of satisfaction and positive expectation of the holistic system can be increased (Koc, 2019).

Complaints are value proposals that generate opportunities and benefits for the parties involved and aim at the creation of a participative culture. They can emerge as onto-phenomenological elements (Vargo & Lusch, 2008; Tronvoll, 2017; Mei et al., 2018; Koc, 2019;) vital to the construction of a strong, open, flexible and interconnected culture, through both customers and providers' active collaboration (Martinez-Cañas et al., 2016; Yilmaz et al., 2016).

Complaints are important and useful to management due to their multidimensionality of perspectives, solutions and contexts that generate value. They are levers that enable a constructive relearning. They are strategic tools for marketing and for the sustainability of the service. They reduce the effect of negative impression. They identify weak points and service failures generating opportunities for improvement. They make communication flows better promoting intra and interdependence among peers. They also promote interaction, inclusion and participation. They allow the interconnection with the nature of value co-creation. They co-create value for the constellation of actors involved. They strengthen the organizational culture. They help measure and improve the perception of service quality. They return feedback to the experiential service. They generate innovation.

Organizations cannot be decontextualized from its environment. The phenomenon of information and knowledge technologies and connective networks is an evolutionary finding. We also know this new approach lens based on the relevance of complaints allows us to design alternative settings based on new value propositions which, in turn, are based on customer complaints. It is a plural and diversifying system in terms of solutions and results. The growing expansion of technological application in the field of experiential service has transformed the modus operandi of organizations in their interaction with customers (Koc, 2019) creating a fertile network in expanding interconnections.

Online complaints are gradually gaining nuclear importance. These technological interfaces that, unequivocally, offer advantages and benefits to customers allow them to play an active role in the system, access services without the presence of providers (Tronvoll, 2012; Koc, 2019) and build an individual experience that can add value. However, despite the facilities operated, the service, being remote, cannot answer or solve a problem occurring at this level, in a time and in a context, that is intended to be reasonable, leaving the customer at his mercy.

The numerous advantages operated by the technological system are not synonyms of the absence of failures. On the contrary, misadjustments abound in this facilitation, they are an obstacle to proximity and a 'friendly' and constructive dialogue because providers have not explored the advantages of these operations, constituting an obstacle to the registration-response of dissatisfaction, a barrier to the assumption of responsibilities even ignoring the complaint or sending a standard response of generalist scope. The context of a complaint-behaviour can be emptied in contrast with the guarantees offered by digital platforms. If the Internet has a devastating power, spreading an episode of displeasure or dissatisfaction, with a viral facility which can destroy the entire image-building effort, rendering the service and the organization vulnerable to this environment, the best for the service provider to do is take advantage of the recovery system's capacity (Mei et al., 2018; Kitapci et al., 2019) to optimize communicational flow, clarifying the causes of failures or ruptures and reboot the service system in an evolutionary perspective (Badinelli et al., 2012). Although customers know they can complain or report their dissatisfactions, there is no evidence they will give the process a desirable result back, that is, that can bring value and benefit both to the customer and the provider (Robertson et al., 2012; Mei et al., 2018).

For most organizations|companies, there is a clear notion that the customer's voice carries a seed that will fertilize his territory of action, keeping customers satisfied and confident, returning value to the provider so that he transforms it into value proposals adjustable to the context and purpose in a more fluid chain (Koc, 2019). In this perspective, the phenomenon of complaining should not be analyzed as an obstacle but observed, according to Stephens (2000), Butelli (2007), Robertson et al. (2012), Mei et al., 2018, Waseem et al. (2018), Howerstadt (2020), Dziejowska and Kacprzak (2020) as a potential opportunity that will generate, a systemic and social co-constructed value (A4A) based on new propositions.

According to our point of view, complaints are one of the fundamental ingredients in leveraging value co-creation. By integrating the collaboration of all actors and their resources, it requires commitment, constructive learning, positive attitude and an open assessment supported by active listening, interaction and proximity, and the integration of new value propositions. In this way we think it is possible to present an Open Smart Eco-system complaints model as shown in the figure below.

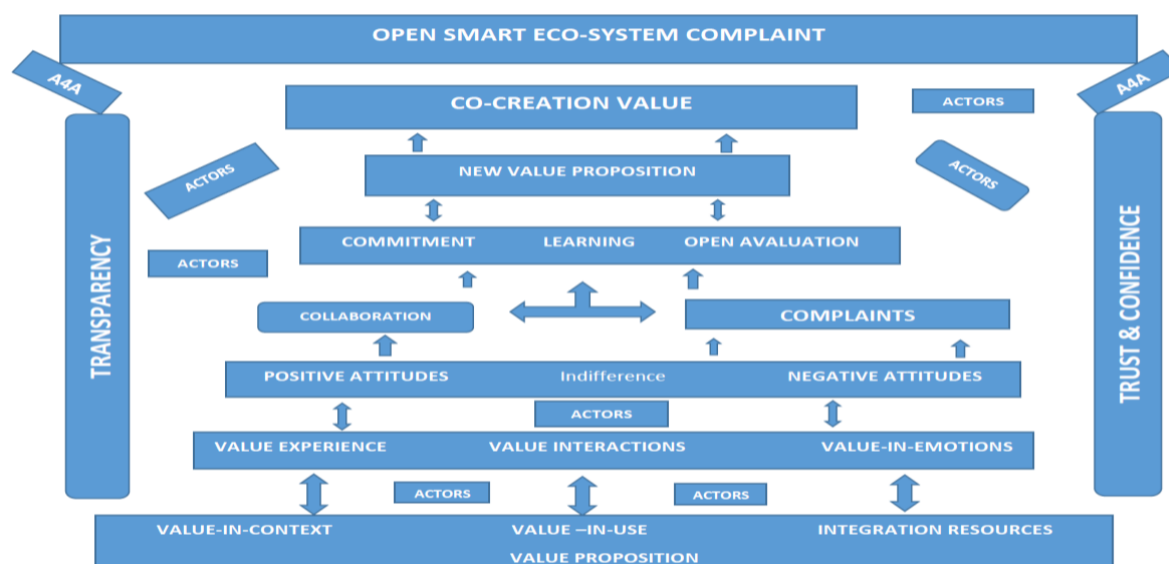


Figure 1. An Open Smart Eco-system Complaints Model

As a result, complaints are constructs that generate value opportunities created collaboratively in the form of a value proposition that emerge from a systemic-holistic context in which all actors (A4A) assume a nuclear role in promoting an inclusive and participatory strategy and the best practices management. They are ‘emerging niches’ of entrepreneurial, innovative and optimizing interrelation solutions (dyad, triadic and multiparty) (Chandler & Vargo, 2011) which can account for the sustainable success of an organization. The complaint is a lever, it is a driving force that unleashes more lasting states of satisfaction, well-being, trust and loyalty which bring out the model of “open smart eco-system complain”. The dimension of the complaint when integrated in a management system opens the interconnected horizon of the systems, allows diversified readings on the context and expands the spectrum of potentially sustainable solutions.

BIBLIOGRAPHY

- Afify, E.A., & Kadry, M. (2019). Electronic-Customer Complaint Management System (E-CCMS): a Generic Approach. *Int. J. Advanced Networking and Applications*, 11(1), 4125-4141.
- Arantola-Hattab, J. (2013). *Family as a customer experiencing co-created service value* [Tese de doutoramento, Hanken School of Economics]. Helsinki, Finland: Hanken School of Economics. <https://helda.helsinki.fi/handle/10138/39352>
- Audretsch, D. B., Cunningham, J. A., Kuratko, D. F., Lenhmann, E. E., & Menter, M. (2019). Entrepreneurial ecosystems: economic, technological, and societal impacts. *The Journal of Technology Transfer*, 44, 313-325.
- Badinelli, R., Barile, S., Ng, I. C., Polese, F., Saviano, M. & DiNauta, P. (2012). Viable Service Systems and Decision Making in Service Management. *Journal of Service Management*, 23(4), 498-526 <https://doi.org/10.1108/09564231211260396>
- Bagozzi, R.P., Gopinath, M., & Nyer, P.U. (1999). The role of emotions in marketing. *Journal of the Academy of Marketing Science*, 27(2),184-206.
- Ballantyne, D., & Varey, R. J. (2008). The service-dominant logic and the future of marketing. *Journal of Academy of Marketing Science*, 36, 11-14.
- Barile, S., & Polese, F. (2010). Linking the viable system and many-to-many network approaches to service-dominant logic and service science. *International Journal of Quality and Service Sciences*, 2(1), 23-42. doi:10.1108/17566691011026586.
- Barile, S., Grimaldi, M., Loia, F., & Sirianni, C. A. (2020). Technology, value co-creation and innovation in service ecosystems: toward sustainable co-innovation. *Sustainability*, 12(7), 2759,1-25. <https://doi.org/10.3390/su12072759>
- Bengul, S., & Yilmaz, C. (2018). Effects of Customer Complaint Management Quality on Business Performance in Service Business: an application in Turkish Banking Sector. *Bogazici Journal Review of Social, Economic and Administrative Studies*, 32(2),77-100. doi: 10.21773/boun32.2.4
- Berry, L.L., & Parasuraman, A. (1991). *Marketing services: competing through quality*. New York: Free Press.
- Berry, L.L., & Parasuraman, A. (1997). Listening to the customer: the concept of a service-quality information system. *Sloan Management Review*, 38(3), 65-76.
- Brodie, R.J., Lobler, H. & Fehrer, J. (2019). Evolution of service-dominant logic: Towards a paradigm and metatheory of the market and value cocreation? *Industrial Marketing Management*, 79, 3-12.

- Butelli, S. (2007). *Consumer complaint behavior (CCB): a literature review*. Northumbria university. <https://core.ac.uk/download/pdf/41181194.pdf>
- Carlzon, J. (1987). *Moments of truth*. Cambridge: Ballinger.
- Carù, A., & Cova, B. (2015). Co-creating the collective service experience. *Journal of Service Management*, 26(2), 276-294. doi:10.1108/JOSM-07-2014-0170
- Carvalho, M. (2016). *Serviço experiencial em bibliotecas universitárias*. (Tese de doutoramento). UTAD, Vila Real. <https://repositorio.utad.pt/handle/10348/6165>.
- Carvalho, M. M., Menezes, J., & Dominguez, C. (2014). Negative critical incidents in academic libraries: an exploratory case study in the UTAD library. *Comunicação apresentada no Congresso Management Studies International Conference, Universidade do Algarve*, 28 Novembro 2014.
- Chandler, J. D., & Vargo, S. L. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing Theory*, 11(1), 35-49. <https://doi.org/10.1177/1470593110393713>
- Cova, B., & Dalli, D. (2009). Working consumers: the next step in marketing theory? *Marketing Theory*, 9(3), 315-339. <https://doi.org/10.1177/1470593109338144>
- Dalman, M. D., Chatterjee, S., & Min, J. (2020). Negative word of mouth for a failed innovation from higher/lower equitybrands: Moderating roles of opinion leadership and consumer testimonials. *Journal of Business Research*, 115, 1-13. <https://doi.org/10.1016/j.jbusres.2020.04.041>
- Day, R. L. (1984). Modeling choices among alternative responses to dissatisfaction. *Advances in consumer research*, 11(1), 496-499.
- Diener, E., Smith, H., & Fujita, F. (1995). The Personality Structure of Affect. *Journal of Personality and Social Psychology*, 69(1), 130-141. doi: 10.1037/0022-3514.69.1.130.
- Dziewanowska, K., & Kacprzak, A. (2020) Value co-creation and value co-destruction: a case of online consumption. *Folia Oeconomica Stentinensia*, 20(2), 82-94. doi: 10.2478/fofi-2020-0037
- Edvardsson, B., Enquist, B., & Johnston, R. (2005). Cocreating customer value through hyperreality in the prepurchase service experience. *Journal of Service Research*, 8(2), 149-161. <https://doi.org/10.1177/1094670505279729>
- Edvardsson, B., Tronvoll, B., & Gruber, T. (2011). Expanding understanding of service exchange and value co-creation: a social construction approach. *Journal of the Academic Marketing Science*, 39, 327-339. doi 10.1007/s11747-010-0200-y
- Edvardsson, B., Tronvoll, B., & Höykinpuro, R. (2011). Complex service recovery processes: How to avoid triple deviation. *Managing Service Quality: An International Journal*, 21(4), 331-349. <https://doi.org/10.1108/09604521111146234>
- Filip, A. (2013). Complaint management: a customer satisfaction learning process. *Procedia- Social and Behavioral Sciences*, 93, 271-275. <https://doi.org/10.1016/j.sbspro.2013.09.188>
- Fitzpatrick, M., Varey, R. J., Grönroos, C., & Davey, J. (2015). Relationality in the service logic of value creation. *Journal of Services Marketing*, 29(6/7), 463-471. <http://dx.doi.org/10.1108/JSM-01-2015-0038>
- Gelbrich, K., & Roschk, H. (2011). A meta-analysis of organizational complaint handling and customer responses. *Journal of Service Research*, 14(1), 24-43. <https://doi.org/10.1177/1094670510387914>
- Golinelli, G. M., Pastore, A., Mauro, G., Massaroni, E., & Vagnani, G. (2002). The firm as a viable system: managing interorganisational relationships. *Sinergie*, 58(2), 65-98.
- Grönroos, C., & Ravald, A. (2011). Service as business logic: implications for value creation and marketing. *Journal of Service Management*, 22(1), 5-22. <https://doi.org/10.1108/09564231111106893>
- Grönroos, C. (2008). Service logic revisited: who creates value? And who co-creates. *European Business Review*, 20(4), 298-314. doi:10.1108/09555340810886585
- Gruber, T., Szmigin, I., & Voss, R. (2009). Developing a deeper understanding of the attributes of effective customer contact employees in personal complaint-handling encounters. *Journal of Services Marketing*, 23(6), 422-435. <https://doi.org/10.1108/08876040910985889>
- Gummesson, E. (2007). Exit services marketing-enter service marketing. *Journal of Customer Behavior*, 6(2), 113- 141. <https://doi.org/10.1362/147539207X223357>
- Gummesson, E. (2008a). Extending the service-dominant logic: from customer centricity to balanced centricity. *Journal of the Academy Marketing Science*, 36(1), 15-17. doi:10.1007/s11747-007-0065-x
- Gummesson, E. (2008b). Quality, service-dominant logic and many-to-many marketing. *The TQM Journal*, 20(2), 143-153. <https://doi.org/10.1108/17542730810857372>
- Heinenon, K., & Michelsson, T. (2010). The use of digital channels to create customer relationships. *International Journal of Internet Marketing and Advertising*, 6(1), 1-21. doi:10.1504/IJIMA.2010.030430
- Heinenon, K. (2007). Conceptualizing online banking service value. *Journal of Financial Services Marketing*, 12(1), 39-52. doi:10.1057/palgrave.fsm.4760056
- Helkkula, A., Kowalkowki, C., & Tronvoll, B. (2018). Archetypes of service innovation: implications for value cocreation. *Journal of Service Research*, 21(3), 284-301. <https://doi.org/10.1177/1094670517746776>

- Heung, V. C., & Lam, T. (2003). Customer complaint behaviour towards hotel restaurante services. *International Journal of Contemporary Hospitality Management*, 15(5), 283-289. <https://doi.org/10.1108/09596110310482209>
- Homburg, C., & Furst, A. (2007). See no evil, speak no evil: a study of defensive organizational behavior towards customer complaints. *Journal of the Academy of Marketing Science*, 35, p. 523-536. <https://link.springer.com/content/pdf/10.1007/s11747-006-0009-x.pdf>
- Hoverstadt, P. (2020). The Viable System Model. In Reynolds & Holwell (eds), *Systems approaches to making change: a practical guide* (Cap. 3, pp. 89-138). London: Springer.
- Höykinpuro, R. (2009). *Service firm's action upon negative incidents in high touch services: a narrative study*. (Tese de doutoramento). Hanken School of Economics]. Finland: Hanken School of Economics. <https://helda.helsinki.fi/handle/10227/386>
- Huang, R. (2018). *Online Platforms as Consumer Service Channels: Roles of Retailer Response Types and Audience Power*. (Tese de doutoramento). University of Tennessee. https://trace.tennessee.edu/utk_graddiss/4871
- Isoraitè, M. (2017). Complaints Management as an Effective Customer Management Tool. *Saudi Journal of Business and Management Studies*, 2(9), 842-847. doi :10.21276/sjbm.2017.2.9.4
- Istanbulluoglu, D. (2017). Complaint handling on social media: the impact of multiple response times on consumer satisfactions. *Computers in Human Behavior*, 74, 72-82. doi: 10.1016/j.chb.2017.04.016
- Johnston, R. & Michel, S. (2008). Three outcomes of service recovery: customer recovery, process recovery and employee recovery. *International Journal of Operations and Production Management*, 28(1), 79-99. <https://doi.org/10.1108/01443570810841112>
- Johnston, R. (2001). Linking complaint management to profit. *International Journal of Service Industry Management*, 12(1), 669. <https://doi.org/10.1108/09564230110382772>
- Kim, H-R., Lee, M., Lee, H-T.& Kim, N. (2010). Corporate Social Responsibility and Employee-Company Identification. *Journal of Business Ethics*, 95(4), 557-569.
- King, R.A., Racherla P., & Bush, V. D. (2014). What we know and don't know about online word-of-mouth: a review and synthesis of the literature. *Journal of Interactive Marketing*, 28(3), 167-183. <https://doi.org/10.1016/j.intmar.2014.02.001>
- Kitapci, O., Ozbuck, R., Sakarya, A., & Saryildiz, A. (2019). Consumer complaint behavior: a literature review and research agenda. *Journal of Applied Economic and Business Research*, 9(3), 141-165.
- Koc, E. (2017). *Service failures and recovery in tourism hospitality: a practical manual*. Oxfordshire: CABI Publishing. ePDF 9781786390684.
- Koc, E. (2019). Service failures and recovery in hospitality and tourism: a review literature and recommendations for future research. *Journal of hospitality, Marketing & Management*, 28(5), 513-537. <https://doi.org/10.1080/19368623.2019.1537139>
- Komunda, M. W., & Oserankhoe, A. (2012). Effects of service recovery on customer satisfaction and loyalty. *Business Process Management Journal*, 18(1), 82-103. <https://doi.org/10.1108/14637151211215028>
- Komunda, M. W. (2013). Customer complaints behavior, service recovery and behavioural intentions: literature review. *International Journal of Business and Behavioral Sciences*, 3(7), 1-29.
- Lee, S. & Cude, B.J. (2012) Consumer complaint channel choice in online and offline purchases. *International Journal of Consumer Studies*, 36, 90-96. <https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1470-6431.2010.00992.x>
- Lusch, R., & Vargo, S. (Eds.) (2006). *The service dominant logic of marketing: Dialog, debate and directions*. Armonk, NY: M.I. Sharpe.
- Makkonen, H., & Olkkonen, R. (2017). Interactive value formation in interorganizational relationships: dynamic interchange between value co-creation, no-creation, and co-destruction. *Marketing Theory*, 17(4), 517-535. <https://doi.org/10.1177/1470593117699661>
- Martinez-Cañas, R., Ruiz Palomino, P., Linuesa-Langreo, J., & Blasquez-Resino, J. (2016) Consumer participation in cocreation: an enlightening model of causes and effects based on ethical values and transcendent motives. *Frontiers in Psychology*, 7, 793, 1-17. <https://doi.org/10.3389/fpsyg.2016.00793>
- Mei, X.Y., Bagaas, I. K., & Relling, E.K. (2018). Customer complaint behaviour (CCB) in the retail sector: why do customers voice their complaints on Facebook? *The International Review of Retail, Distribution and Consumer Research*, 29, 63-78. <https://doi.org/10.1080/09593969.2018.1556179>
- Ndubisi, N., & Ling, T., (2007). Evaluating gender differences in the complaint behavior of Malaysian consumers. *Asian Academy of Management Journal*, 12(2), 1-13.
- Oh, D.-G (2004). Complaining behavior of academic users in South Korea. *Journal of Academic Librarianship*, 30(2), 136-144.
- Oh, D.-G (2006). Complaining intentions and their relationships to complaining behavior of academic library users in South Korea. *Library Management*, 27(3), 168-189. <https://doi.org/10.1108/01435120610652914>
- Oliver, R. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of Marketing Research*, 17(4), 460-469.
- Oliver, R. L. (1987). An investigation of the interrelationship between consumer (dis)satisfaction and complaint reports. *Advances in consumer research*, 14, 218-222.

- Parasuraman, A.; Zeithaml, V. A., & Berry, L. L. (1985). SERVQUAL: a conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49 (4), 41-50.
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), 83–96. <https://doi.org/10.1007/s11747-007-0070-0>
- Phabmixay, C. S., Rodríguez-Escudero, A. I. & Rodríguez Pinto, J. (2019). Organizational antecedentes to designing a comprehensive complaint management system. *Journal of Management & Organization*, <https://doi.org/10.1017/jmo.2018.73>.
- Polese, F., Tronvoll, B., Bruni, R. & Carrubbo, L. (2017). A4A relationships. *Journal of Service Theory and Practice*, 27(5),1040-1056. <https://doi.org/10.1108/JSTP-05-2017-0085>
- Pranic, L., & Roehl, W. S. (2012). Rethinking service recovery: a customer empowerment (CE) perspective. *Journal of Business Economics and Management*, 13(2), 242-260. doi:10.3846/16111699.2011.620137
- Preece, G., & Shaw, D. (2019). Structuring organizational information analysis through Viable System Model Knowledge domains. *Journal of the Operational Research Society*, 70(2), 338-352. <https://doi.org/10.1080/01605682.2018.1442131>
- Reynolds, K., & Harris, L. (2005). When service failure is not service failure: an exploitation of the forms and motives of “illegitimate” customer complaining. *The Journal of Services Marketing*, 19(5), 321-335.
- Ro, H., & Mattila, A.S. (2015). Silent voices: nonbehavioral reactions to service failures. *Services Marketing Quarterly*, 36, 95-111. <https://doi.org/10.1080/15332969.2015.1014230>
- Robertson, N., McQuilken, L., & Kandampully, J. (2012). Consumer complaints and recovery through guaranteeing self-service technology. *Journal Consumer Behaviour*, 11, 21-30. <https://doi.org/10.1002/cb.366>
- Roser, T., Samson, A., Humphreys, P., & Cruz-Valdivieso, E. (2009). *Co-creation, new pathways to value: an overview*. https://www.portugalglobal.pt/PT/RoadShow/Documents/2016/GuimaraesCo_creationNewPathways_to_value_An_overview.pdf
- Singh, J. (1988). Consumer complaint intentions and behavior: definitional and taxonomical issues. *Journal of Marketing*, 52, 93-107. <https://www.jstor.org/stable/1251688>
- Singh, J. (1990a). A typology of consumer dissatisfaction response styles. *Journal of Retailing*, 66(1), 57-99.
- Singh, J. (1990b). Voice, exit and negative word-of-mouth behaviors: and investigation across three service categories. *Journal of the Academy of Marketing Science*, 18(1), 1-15.
- Sklyar, Alexey & Kowalkowski, Christian & Tronvoll, Bård & Sörhammar, David. (2019). Organizing for digital servitization: a service ecosystem perspective. *Journal of Business Research*, 104, 450–460. doi:10.1016/j.jbusres.2019.02.012
- Stauss, B. (2002). The dimensions of complaint satisfaction: process and outcome complaint satisfaction versus cold fact and warm act complaint satisfaction. *Managing Service Quality*, 12(3), 173-183. doi:10.1108/09604520210429240
- Stephens, N. (2000). Complaining. In T. A. Swartz & D. Iacobucci (Eds), *Handbook of services marketing and management* (pp. 287-298). Thousand Oaks: Sage Publications. <http://dx.doi.org/10.4135/9781452231327.n20>
- Svensson, G. (2003). Beyond Global Marketing and the globalization of marketing activities. *Management Decision*, 40(6), 574-583. <https://doi.org/10.1108/00251740210433963>
- Tax, S. & Brown, S. (1998). Recovering and learning from service failure. *Sloan Management Review*, 40(1), 75.
- Tax, S., Brown, S. & Chandrashekar, M. (1998). Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing. *Journal of Marketing*, 62(2), 60-76. <https://doi.org/10.1177/002224299806200205>
- Toivonen, M., & Kowalkowski, C. (2019). Foundations of Service Research and Service-Dominant Logic. *Services in Family Forestry*, 24(2), 3-19. doi:10.1007/978-3-030-28999-7_1
- Tregua, M., Carrubbo, L., Iandolo, F., & Cosimato, S. (2016). New trends for service eco-systems analysis, a ‘sustainable’ approach. implications for destination management. *Proceedings What's ahead in service research: new perspectives for business and society*. In 26th Annual RESER Conference, 8-10 september 2016, Naples University DEGLI Studi Di Napoli Federico II, (pp.691-711).
- Tronvoll, B. (2008). *Customer complaint behaviour in service*. (Dissertation, Faculty of Economic Sciences, Communication and IT). Sweden: Karlstad University Studies. <http://www.diva-portal.org/smash/get/diva2:5576/FULLTEXT01.pdf>
- Tronvoll, B. (2011). Negative emotions and their effect on customer complaint behaviour. *Journal of Service Management*, 22(1), 111-134. <https://doi.org/10.1108/09564231111106947>
- Tronvoll, B. (2012). A dynamic model of customer complaining behaviour from the perspective of service-dominant logic. *European Journal of Marketing*, 46(1-2), 284-305. <https://doi.org/10.1108/03090561211189338>
- Tronvoll, B. (2017). The actor: the key determinant in service ecosystems. *Systems*, 5(2), 38, 1-14. <https://doi.org/10.3390/systems5020038>
- Vargo, S., & Lusch, R. (2004, Jan). Evolving to New Dominant Logic for Marketing. *Journal of Marketing*, 68(1), 1–17. <https://doi.org/10.1509/jmkg.68.1.1.24036>
- Vargo, S., & Lusch, R. (2004, May). The four service marketing myths: remnants of a goods-based, manufacturing model. *Journal*

- of *Service Research*, 6(4), 324-335. <https://doi.org/10.1177/1094670503262946>
- Vargo, S., & Lusch, R. (2006). Service-Dominant Logic: what it is, what it is not, what it might be. The Service-Dominant Logic of Marketing: Dialog, Debate and Directions. *Journal of Academy of Marketing Science*, 6(3), 281-288.
- Vargo, S., & Lusch, R. (2008). From goods to service(s): divergences and convergences of logics. *Industrial Marketing Management*, 37(3), 254-259.
- Vargo, S., & Lusch, R. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academic Marketing Sciences*, 36(1), 1-10.
- Vargo, S., & Lusch, R. (2011). It's all B2B... and beyond: toward a systems perspective of the market. *Industrial Marketing Management*, 40(2), 181-187. doi:10.1016/j.indmarman.2010.06.026
- Vargo, S., & Lusch, R. (2016). Institutions and axioms: an extension and update of service-dominant logic. *Journal of the Academic Marketing Science*, 44, 5–23. <https://doi.org/10.1007/s11747-015-0456-3>
- Vargo, S., & Lusch, R. (2017). Service-dominant logic 2025. *International Journal of Research in Marketing*, 34(1), 46-67. <https://doi.org/10.1016/j.ijresmar.2016.11.001>
- Vargo, S., & Lusch, R. (Ed) (2012). Toward a better understanding of the role of value in markets e marketing. *Review of Marketing Research*, 9, 1-12.
- Vargo, S., Lusch, R. & Akaka, M. (2010). Advancing Service Science with Service-Dominant Logic: Clarifications and Conceptual Development. In P.P. Maglio et al. (Eds.), *Handbook of Service Science, Service Science: Research and Innovations in the Service Economy Handbook of Service* (pp. 133-156).
- Vargo, S., Maglio, P., & Akaka, M. (2008). On value and value co-creation: a service systems and service logic perspective. *European Management Journal*, 26(3), 145-152. <https://doi.org/10.1016/j.emj.2008.04.003>
- Wang, X.; Wong, Y.D., Teo, C-C. & Yuen, K.F (2019). A critical review on value co-creation: Towards a contingency framework and research agenda. *Journal of Service Theory and Practice*, 29(2), 165-188. <https://doi.org/10.1108/JSTP-11-2017-0209>
- Waseem, D., Biggemann, S., & Garry, T. (2018). Value co-creation: the role of actor competence. *Industrial Marketing Management*, 70, 5-12. <https://doi.org/10.1016/j.indmarman.2017.07.005>
- Yilmaz, C., Varnali, K., & Kasnakoglu, B. T. (2016). How do firms benefit from customer complaints. *Journal of Business Research*, 69(2), 944-955. <https://doi.org/10.1016/j.jbusres.2015.08.038>
- Zack, M. H. (1999). Managing codified knowledge. *Sloan Management Review*, 40(4), 45-58.
- Zeithaml, V. A., Berry, L. L., & Parasuraman, A.P (1993). The nature and determinants of Customer expectations of service. *Journal of the Academy of Marketing Science*, 21(1), 1-12. doi:10.1177/0092070393211001