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Is Dissolution the Solution? A Customer Relationship Reactivation Model

Luisa Lopes[a], Helena Alves[b], and Carlos Brito[c]

[a]Department of Business and Law, UNIAG and Instituto Politécnico de Bragança, Bragança, Portugal; [b]Department of Business and Economics, University of Beira Interior and NECE, Covilhã, Portugal; [c]Faculty of Economics, University of Porto, Porto, Portugal

ABSTRACT

Purpose: The purpose of this study is to identify and explore the factors that lead a lost customer to accept the reactivation of the relationship in business-to-consumer services. With few exceptions, most studies have examined dissolution and reactivation processes in isolation. This study relates to both processes.

Design/methodology/approach: The empirical study was carried out in a large Portuguese telecommunication company. Firstly, interviews were conducted with 20 key informants and with 20 customers. Secondly, in order to test the research hypotheses, 830 customers were surveyed, including customers from various business units.

Findings: Empirically, it was suggested that the acceptance of a reactivation proposal in contractual relationships is associated with customer characteristics (inertia, involvement and age), previous relationship characteristics (quality and global satisfaction), customer's initial willingness to stay, cognitive (specific satisfaction, justice perceptions) and emotional factors (negative emotions) and barriers to reactivation.

Research Limitations: The data were obtained from only one industry in one country.

Practical implications: The results suggest that firms need to monitor the specific satisfaction (with dissolution and reactivation activities), improve skills in dealing with emotions, ensure fairness in treatment, proposals and procedures, and consider the characteristics of the customer and the past experience with the provider.

Originality/value: This study is one of the few that integrates cognitive and emotional factors, in addition to customer and former relationship characteristics, to discuss successful reactivation strategies.

KEYWORDS

Relationship dissolution; ending; switch; exit; reactivation; win-back; customer relationship management; service interactions

CONTACT Luisa Lopes luisa@ipb.pt UNIAG and Instituto Politécnico de Bragança, Department of Business and Law, Bragança, Portugal.

Paper type: original research paper

Introduction

There has been a scarce focus on why customers come back after a relationship has ended, when customers regain, and win-back are an important part of a customer relationship management strategy (Homburg et al., 2007; Kumar et al., 2015; Reinartz et al., 2004). Customers who remain with a business, whether through retention or by defection and subsequent reacquisition, contribute to revenue and reduce costs by being less expensive and by reducing the expense of attracting new customers (Kumar et al., 2018; Reinartz et al., 2004). Also, by the decrease in uncertainty of exchange through the experience accumulated during the former relationship (Helfert et al., 2003; Reichheld, 1996; Stauss & Friege, 1999; Tokman et al., 2007). It is also relevant to emphasize the effect on organizational learning (preventing future failures in dissolution processes and enhancing continuous improvement) and the potential positive word of mouth.

Customer Relationship Reactivation (CRR) has become more important as the concept of regain management complements the relationship marketing theory by focusing on loyal customers who, for some reason, end their relationship with the firm. The existing research studied value determinants and price strategies of the regain offer (e.g., Thomas et al., 2004; Tokman et al., 2007) and did not relate them to the process of dissolution after it had elapsed. To the best of our knowledge, only a few studies have focused on the key drivers of win-back success (Homburg et al., 2007; Krafft & Pick, 2007b; Kumar et al., 2015; Pick et al., 2016; Tokman et al., 2007). For reference, Kumar et al. (2015) explore the "win-back" strategies used by service companies to win back lost customers, examining how the customer's first interaction history, the reason for leaving, and the type of win-back offer influence the probability of return, duration of the second interaction, and profitability.

In this investigation, our main focus is on the dissolution and reactivation of relationships, and when the customer voices the intention of exit. Dissolution provides the context, while reactivation is the highly complex and multifactorial phenomenon explored. Dissolution is the process that tends to dissolve or extinguish a relationship between a customer and a service provider. Reactivation is the process that promotes the renewal and reestablishment of the relationship, either in terms of retention (after the client expresses his intention to abandon) or in terms of reacquisition of customers effectively lost to another service provider. Upon reactivation, activities are restarted, and the links between actors and resources are reconnected and renewed. The focus of this research is on relationships after the dissolution process has begun and when problematic interactions tend to occur. We focus on the moment of retention (after the customer expresses his intention to abandon), considering (c.f., Stauss & Friege, 1999)

that when customers inform a company of their intention to exit and are still legally bound to it, they can be considered lost customers, as they have decided to abandon it and have begun the necessary steps to separate from the company. The determinants of reactivation are the factors that potentiate the return to the provider.

This research aims to investigate ended relationships focusing on the research questions:

- RQ1: Why do some ending relationships reactivate?
- RQ2: What is the impact of customer relationship reactivation determinants on the reactivation outcome?

The reactivation outcome (ROUT) is the behavior of the customer, i.e. the final decision to return (yes or no) to the provider. Therefore, our research intends to achieve a better understanding of the phenomenon of reactivation of relationships initiated by the service provider. Addressing these issues is of relevance, as the use of conceptual tools in approaching reactivation analytically eases the understanding of relationship interactions. Likewise, being able to make sense of the links between reactivation outcomes and earlier developments improves recovery from past problems or allows actors to efficiently build on the best practices (Hurmelinna, 2018).

This paper is organized into five main sections. The section that follows presents the theoretical background with a brief literature review on relationship reactivation linked to several relevant themes. Subsequently, a discussion of the objectives and the hypotheses are presented along with a theoretical framework proposed for the understanding of the phenomenon. Afterwards, the research setting or methodology includes the data collection and measures and, finally, data analysis processes. The discussion and findings follow. Lastly, conclusions and implications for further research are drawn.

Literature review and conceptual development

Customer Relationship Reactivation (CRR)

Our study is interested, from a holistic perspective, in a dual analysis relating relationship dissolution and reactivation in business-to-consumer (B2C) services. As shown in Table 1, with few exceptions (Blömeke et al., 2010; Bogomolova, 2016; Feng, 2014; Gidhagen & Havila, 2016; Hurmelinna, 2018; Kumar et al., 2015, 2018; Michalski, 2002, Pick, 2010; Pick et al., 2016; Roos, 1999), most studies have examined these processes in isolation, either in terms of the switching process (e.g., Bansal et al., 2005; Coulter & Ligas, 2000; Gerpott et al., 2015; Keaveney, 1995; Malhotra & Malhotra, 2013;

Table 1. Literature on dissolution and reactivation of relationships with customers.

Selection of studies	
Dissolution process	Tähtinen and Halinen-Kaila (1997); Stewart (1998a); Gronhaug et al. (1999); Roos (1999); Coulter and Ligas (2000); Tähtinen (2001); Halinen and Tähtinen (2002); Michalski (2002); Åkerlund (2004); Helm et al. (2006); Holmlund and Hobbs (2009); Havila and Medlin (2012); Mekonnen (2012); Pokorska et al. (2013)
Switching behavior	Keaveney (1995); Bansal and Taylor (1999); Roos (1999); Athanassopoulos (2000); Keaveney and Parthasarathy (2001); Edvardsson and Roos (2003); Roos et al. (2004); Bansal et al. (2005); Lopez et al. (2006); Roos and Gustafsson (2007); Wieringa and Verhoef (2007); Han et al. (2011); Moreira (2011); Marshall et al. (2011); (Roos et al., 2011); Malhotra and Malhotra (2013); Selos et al. (2013); Bowden et al. (2015); Kumar et al. (2018)
Types of endings	Roos and Strandvik (1997); Hocutt (1998); Roos (1999); Halinen & Tähtinen (2002); Pressey and Mathews (2003); Michalski (2004); Beloucifet al. (2006)
Customer recovery and recovery management (B2C)	Stauss and Friege (1999); Griffin and Lowenstein (2001); Helfert et al. (2003); Thomas et al. (2004); Homburg et al. (2007); Krafft and Pick (2007a); Tokman et al. (2007); Stauss and Seidel (2008); Blömeke et al. (2010); Kim et al. (2009); Pick (2011); Liu et al. (2012); Gerpott et al. (2015)
Business-to-business relationship recovery	Tähtinen and Vaaland (2006); Tähtinen et al. (2007); Salo et al. (2009); Leach and Liu (2014); Gidhagen and Havila (2016); Hurmelinna (2018); Poblete and Bengtson (2021); Poblete et al. (2022)
Switching process and reactivation intention (holistic perspective)	Roos (1999); Michalski (2002); Pick (2010b, 2011); Feng (2014); Kumar et al. (2015); Bogomolova (2016), 2016; Pick et al. (2016)

Roos et al., 2004; 2011; Stewart, 1998b; Wieringa & Verhoef, 2007) or in terms of customer regain (e.g., Griffin & Lowenstein, 2001; Helfert et al., 2003; Homburg et al., 2007; Kim et al., 2009; Krafft & Pick, 2007b; Liu et al., 2012; Stauss & Friege, 1999; Thomas et al., 2004; Tokman et al., 2007).

In the six different categories presented in Table 1, it is possible to summarize some of the seminal contributions. On the dissolution process, Halinen and Tähtinen (2002) propose a process model for ending business relationships, in professional services, identify different types of relationships and their potential endings, along with the factors that influence the dissolution process, and describe the stages involved in relationship termination. Tahtinen and Halinen (2002) also offer a comprehensive review of existing literature on the termination of business and consumer relationships categorizing 48 published articles into four distinct approaches: business marketing, services marketing, marketing channels, and advertising industry research. Keaveney (1995) investigates customer switching behavior in service industries, identifying more than 800 critical behaviors of service firms that led customers to switch and categorizing it into eight general areas, such as pricing, inconvenience, core service failures, and service encounter failures, offering a foundational model for understanding customer defections and providing recommendations for service managers. It highlights the complex interplay of factors influencing customer decisions to switch service providers. Kumar et al. (2018), analyzing data from a telecommunications provider, highlight the importance of understanding

repeat churn behavior and explore how companies can win back lost customers and keep them long-term, focusing on the "second lifetime" (SLT) after reacquisition, to predict when and why customers might churn again, distinguishing between those "cured" of their previous reasons for leaving and those still "uncured." On the types of ending, Michalski (2004), with a process-oriented approach, explores the various ways customer relationships end, and introduces six distinct types of customer relationship endings: forced, sudden, creeping, optional, involuntary, and planned, moving beyond the traditional view of relationship dissolution as a single event. On business-to business (B2B) recovery, Poblete et al. (2022) explore how existing business networks and prior relationships influence the reestablishment process and emphasize that resuming business operations often involves "re-noding" the business network, a process that integrates both reactivated and entirely new relationships, highlighting the importance of understanding these dynamics for successful reentry into a B2B market. Kumar et al. (2015) investigate the effectiveness of "win-back" strategies for service firms to reacquire customers who have previously defected and demonstrate that a customer's first-lifetime experiences and behaviors, the reason for their defection, and the nature of the win-back offer all significantly influence the likelihood of reacquisition, the duration of their second relationship with the firm, and their profitability during that second lifetime. Conclude that reacquired customers can indeed be profitable, emphasizing the importance of understanding past customer interactions and tailoring reacquisition efforts for optimal long-term value. Pick et al. (2016) explore the factors influencing a customer's general willingness to return to a company after terminating a relationship, even before receiving a win-back offer, demonstrating that customers are more willing to return if the reasons for their defection are perceived as changeable or preventable by the firm, regardless of who's fault was. The research also reveals how the duration of time a customer is absent can moderate the impact of general willingness to return on the length of a renewed relationship.

Reactivation by focusing on retention occurs in ruptured, weakened and troubled relationships, while reactivation focused on customer reacquisition occurs after the abandonment and replacement of the provider are consummated and whenever the company intends to restart the relationship. CRR is conceptualized as the process that leads to the recovery of a lost customer. Reactivation or regain management includes customers that are inactive or lost whenever they either cease to purchase or explicitly terminate the relationship. It can also include customers who have given notice of termination but are still legally tied to the firm. These are considered lost, rather than current, because they have decided to cease the relationship and have taken all the necessary steps to do so (Stauss & Friege, 1999).

Reactivation determinants are the factors that make a customer re-patronize the switched-from firm, benefiting both parties. After rupture has happened, it is possible to distinguish the relationships that can be reactivated (revocable-path) from those that cannot (irrevocable-path), meaning that the implementation of customer recovery strategies is, in some cases, feasible (Michalski, 2002; Stauss & Friege, 1999) and managers should be aware that these two customer groups require different measures of damage repair (Roos, 1999).

Research objectives, hypotheses and theoretical framework

Based on the literature review, a conceptual model (Figure 1) was developed to explain successful reactivation. It has been postulated that the acceptance of a reactivation proposal, in contractual relationships, is associated with the following factors: customer characteristics, previous relationship characteristics, customer's initial willingness to stay, cognitive and emotional factors and reactivation barriers. This (conceptual) model considers the content, context and phenomena of the dissolution and reactivation of consumer service relationships. It seeks to explain the behavior of lost clients in relation to cognitive and emotional factors, as different currents of investigation suggest that emotional, cognitive and behavioral factors cannot be separated.

The objective of this investigation is to analyze actually lost clients as suggested in the literature (Stauss & Seidel, 2008; Strandvik & Holmlund, 2000; Tahtinen & Halinen, 2002) as they provide information on the actual causes of churn and report behaviors. Intentions are more frequently studied but are often ambiguous because they deviate from real behaviors.

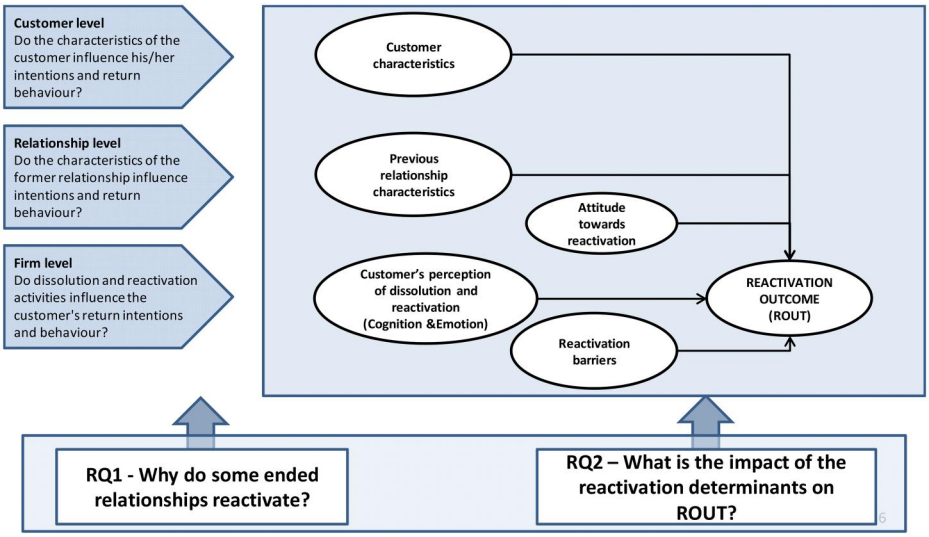

Figure 1. Conceptual model of CRR in B2C services.

Only some recent studies (Feng, 2014; Gerpott et al., 2015; Kumar et al., 2018), have similar approaches considering real behaviors of reactivation.

Customer characteristics

The customer's characteristics can affect intentions and behavior in returning to the provider and have been considered as antecedents (Homburg et al., 2007; Krafft & Pick, 2007b). Customer characteristics can include the search for variety (Homburg et al., 2007; Roos, 1999), involvement (Homburg et al., 2007; Tokman et al., 2007), customer's age (Homburg et al., 2007) and inertia, among others. Inertia is added as a variable which, associated with customer continuation, reports complacency and includes passive support and the costs of changing, demotivating the switch. This variable, showing a behavior almost the opposite of seeking variety, is seen as potentiating customer continuation. Consumers believe that it is "not worth it" to switch suppliers due to inertia, apathy, habit, or complacency, which sometimes explains why dissatisfied customers remain with the service provider (Colgate & Lang, 2001; Lee & Neale, 2012; White & Yanamandram, 2004). Involvement refers to the personal relevance or degree to which a product has direct and important consequences on the customer's life (Celsi & Olson, 1988; Flynn & Goldsmith, 1993). Empirical studies conducted by Homburg et al. (2007) suggest that reactivation performance is higher in the case of highly involved customers. Tokman et al. (2007) reinforce this argument when they state that the importance of the service (a sub-dimension of the concept of involvement), defined as the personal meaning and relevance to the consumer of the service purchased (Laurent & Kapferer, 1985; Schneider & Rodgers, 1996), plays an important role in the customer's intention to return. Considering age, Homburg et al. (2007) suggest that older individuals find it more difficult to adapt to new offers, so they are more likely to return to a familiar provider. They add that older customers may feel more regret after breaking off a relationship and, as such, be more willing to return. Mittal and Kamakura (2001) add that the probability of repurchase is higher in the case of women and in the case of the elderly. Although the effect of age on consumer behavior has long been discussed in the literature as controversial (cf. Phillips & Sternthal, 1977), Homburg et al. (2007) confirm, in their research, a strong positive influence of customer age on the performance of reactivation activities. We try to show empirically the positive effect of the customer's inertia, involvement, age and gender (female) on the result of reactivation activities. Thus, we hypothesize:

H1: Customer characteristics (inertia, involvement, age) impact ROUT.

H1a: The customer's inertia positively affects ROUT.

H1b: The customer's involvement positively affects ROUT.

H1c: The customer's age positively affects ROUT.

Previous relationship characteristics

Positive initial experiences increase the likelihood of return (Kumar et al., 2015). Characteristics of the relationship can include its quality, capital or social bonds (Havila & Wilkinson, 2002; Tokman et al., 2007), integrating variables such as trust, commitment, social benefits, global satisfaction and the duration or age of the relationship. So, just as in some previous literature (Grégoire et al., 2009; Hennig-Thurau et al., 2002), we propose relationship quality to conceptualize the strength, value, intensity and depth of the relationship, where a strong relationship is expected to favor the customer's response to recuperation attempts (Tax et al., 1998). The use of the global satisfaction construct is based on the argument that if the customer was reasonably satisfied with the relationship before ending it, he/she will be more willing to return to the relationship. In addition, satisfied customers probably expect positive experiences in the future, or from the opposite point of view, the more dissatisfied customers were with the relationship prior to dissolution, the less likely they are to reactivate it (Homburg et al., 2007). Based on the previous rational, we propose that some characteristics of the customer and the previous relationship exert on the relationship between the variables of specific satisfaction (with dissolution and reactivation) and intentions and return behavior. Some authors have suggested these moderating effects in related contexts, such as those of repurchase and loyalty (Homburg & Giering, 2001; Luo & Homburg, 2007; Mittal & Kamakura, 2001; Seiders et al., 2005). We seek to show empirically the positive effect of the relationship quality, global satisfaction and the duration or age of the previous relationship on the result of reactivation activities. Therefore, we hypothesize:

H2: Previous relationship characteristics (quality, global satisfaction, duration) impact ROUT.

H2a: Relationship quality (trust, commitment and social benefits) positively affects ROUT.

H2b: Global satisfaction positively affects ROUT.

H2c: Relationship duration positively affects ROUT.

Customer's initial willingness to stay

The willingness to stay concerns customers' intrinsic willingness to rebuild the relationship, feeling impelled toward certain behavior. Thus, the willingness to return exists prior to a potential win-back attempt or specific

offer (Krafft & Pick, 2007b). In line with previous studies (Krafft & Pick, 2007a) customers who recognize this desire, as opposed to those who indicate they do not have this predisposition, are the ones who actually reactivate. The defected client's general willingness to return to a former supplier is independent of expectations of a specific offer from such a firm and measures the inclination to review a prior decision without any firm-offered incentives (Pick et al., 2016). Based on this insight, we hypothesize:

H3: Initial willingness to stay has a positive impact on ROUT.

Cognitive and emotional factors

Homburg et al. (2007) suggest that applying the equity theory is a useful approach to understanding customer reactivation in a way that distributive, procedural and interactional justice are to be considered. The way dissolution occurs seems to influence win-back activities and results. Some researchers emphasize the importance of the type of communication strategies (direct or indirect) used during the dissolution process as having implications on the (ir)revocability of the decision to end (Giller & Matear, 2001; Pressey & Mathews, 2003). Helm (1998, in Michalski, 2002b) points out some significant dissolution attributes, namely: the customer's directly or indirectly articulated dissatisfaction with a firm's products/services, very strong emotions, complaints, and efforts to hold a dialogue or negative word-of-mouth communication with third parties. Those attributes may negatively influence the reactivation process. As for drivers of reactivation, Bolton et al. (2000) conclude that a price gain (decrease in price) has a significant impact on re-patronage, but a price loss (a price increase) does not. But, is it just a question of money and financial incentives? Essential elements of regain are the specific dialogue with the customer and the specifically tailor-made offer, as long as the customer's value is previously considered (Stauss & Friege, 1999). Price (Thomas et al., 2004) and what the win-back offer is worth (Tokman et al., 2007, Homburg et al., 2007) are considered relevant for reactivation success. Moreover, Sieben (2002, in Krafft and Pick 2007b) points out that the quality of the recovery process, the offer and interaction will have a direct impact on the customer's satisfaction with the process. Homburg et al. (2007) state that perceptions of equity play a pivotal role in explaining the success of revival efforts. According to them, a perception that the offer is fair (distributive justice) has a significant influence on the revival-specific customer satisfaction, which, in turn, strongly affects revival performance.

The strength of the reaction refers to the "customer's attitudes towards returning and their activities (e. g. word-of-mouth) after exiting" (Roos & Strandvik, 1997: 7). Roos and Strandvik (1997) suggest that a customer who shows a weak reaction may reconsider the exit decision while a customer

exhibiting a strong reaction (has strong opinions about not returning and may be engaged in negative word-of-mouth) probably will not return. Roos (1999) confirms that strong emotions and reactions are associated with irrevocable switching decisions, while weak emotions are associated with revocable switching paths. Concerning repurchase behavior, Dick and Basu (1994) had already suggested that emotions have more importance than cognitive evaluation. Against this background, we hypothesize:

H4: Cognitive and emotional factors directly and indirectly impact ROUT.

H4a: Interactional justice positively affects distributive justice.

H4b: Procedural justice positively affects distributive justice.

H4c: Interactional justice negatively affects negative emotions.

H4d: Distributive justice negatively affects negative emotions.

H4e: Procedural justice negatively affects negative emotions.

H4f: Interactional justice positively affects specific satisfaction.

H4g: Distributive justice positively affects specific satisfaction.

H4h: Procedural justice positively affects specific satisfaction.

H4i: Perceived justice positively affects specific satisfaction.

H4j: Negative emotions negatively affect specific satisfaction.

H4k: Negative emotions negatively affect ROUT.

H4l: Specific satisfaction positively affects ROUT.

Barriers to reactivation

Bringing the concept of the cost of switching into reactivation barriers (e.g., time, effort and cancelation of new relationship), we can expect customers terminating a contract to experience certain costs when rebuilding the former relationship (Krafft & Pick, 2007b). Sacrifices made regarding reactivation may consider the alternatives' attractiveness (Krafft & Pick, 2007b). Moreover, it is important to recognize that, in the services context, customers have other experiences that may influence their perceptions of the win-back offer and their intentions to switch back to their original provider (Tokman et al., 2007). Tokman et al. (2007) emphasize that social capital (implicit within the customer's experience) plays an important role in the customer's intentions to return. The attractiveness of available alternatives—positive characteristics recognized in competing service providers—influence customers' intentions to switch providers (Jones et al., 2002). Thus:

H5: Reactivation barriers have a negative impact on ROUT.

The research hypotheses are presented in the operational model (Figure 2).

To identify and understand the determinants of relationship reactivation in B2C services, we carried out an empirical study at two levels. In the first research question (RQ1), we try to identify the main determinants of successful reactivation attempts initiated by the service provider. In this question we intend to find out which determinants influence and favor reactivation behavior and what is the mechanism of influence. The second research question (RQ2) tries to measure the different impacts of these determinants on the result of the reactivation attempt. It intends to

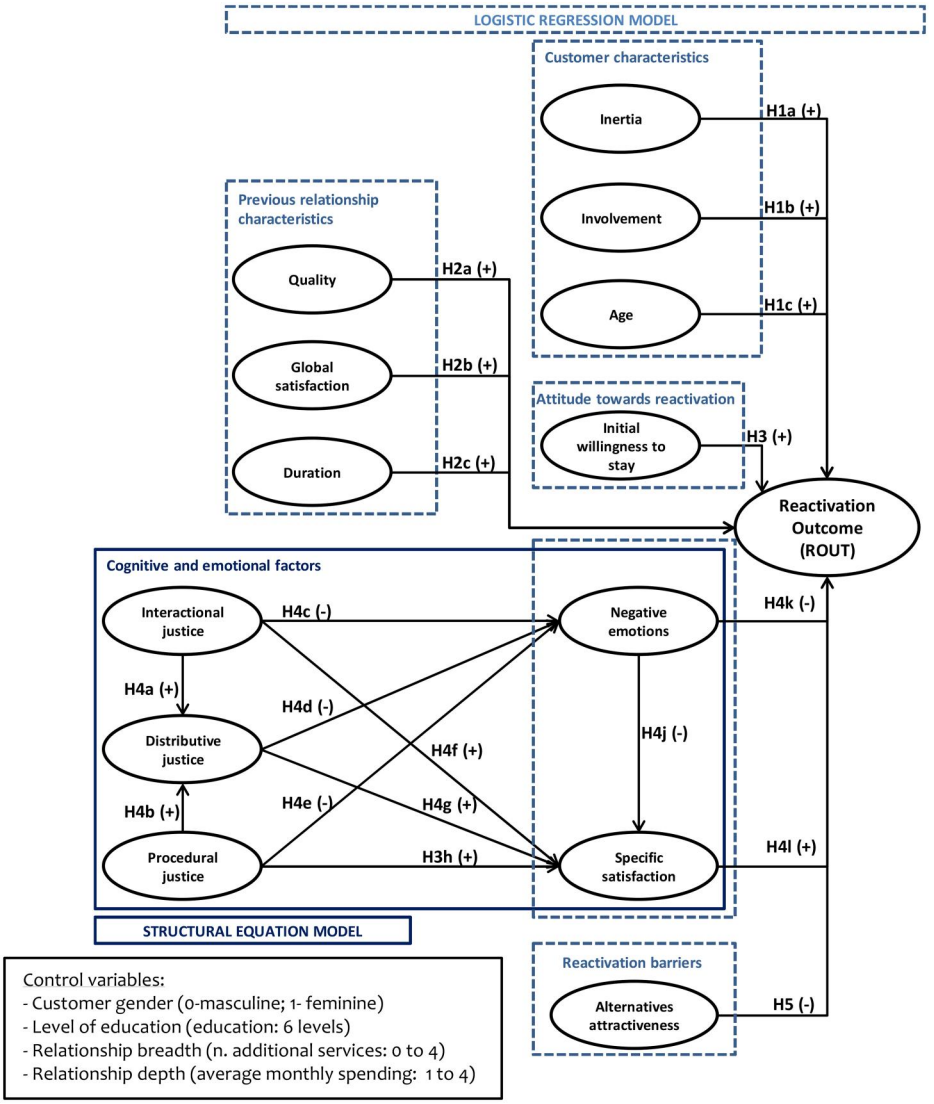

Figure 2. Operational model of CRR in B2C services.

quantify the impact and influence of the determinants that form and precede the reactivation behavior. We intend to identify the prevalence (frequency, incidence or intensity) of events and factors on outcomes.

Methodology

Based on the literature review, an exploratory survey and consultations with specialists, telecommunication services were chosen as the empirical context. This is an industry with high churn and with reactivation practices, with moderate contact, semi-customized and non-personal service in a market that is highly competitive and transparent. This research includes various business units of a contractual nature (mobile telecommunications, mobile internet and fixed telephone). In telecommunications, customers frequently switch between several similar alternative service providers. The traditional monopolistic market situation has changed dramatically for most Portuguese telecommunication companies during the past two decades. They now face keen competition, where the most important strategic issue is to keep existing customers happy and prevent them from switching, as well as attracting new customers. Due to the industry deregulation in 2000, five major groups with offers in all segments (PT Comunicações, ZON, Optimus, Vodafone, Cabovisão) were competing for customers (Anacom, 2012). As a result, this industry was highly competitive during a two-year period during which the data were gathered.

The research project employs a two-part data collection process. Qualitative and quantitative data were connected, following a mixed-method approach (Creswell, 2009). It started with qualitative data collection, where data analysis and its results were used to inform the subsequent quantitative phase.

Data collection

Qualitative study

The empirical study was carried out in a large Portuguese telecommunication company– hereafter referred to as Company–and two different data collection techniques were chosen. Firstly, interviews were conducted with employees who deal with retention and reactivation practices inside the Company and in a telemarketing partner (win-back campaign). Secondly, additional and separate interviews took place with customers who had called the Company to end the relationship. The qualitative study included 20 in-depth interviews with key informants (employees from marketing, retention, customer service departments and telemarketing partners) and with 20 customers. Interviews were taped, transcribed and analyzed. The

transcripts were confirmed by the employees and at the end the report was analyzed by an interlocutor of the telecommunication operator. All interviews were transcribed verbatim. Data were categorized, and transcripts repeatedly read during this analysis. Employees' opinions and narratives and customers' dissolution/reactivation processes were described, identified, categorized and analyzed in terms of reactivation determinants (customer and relationship characteristics, reasons for switching, procedure, distributive and interaction justice, satisfaction, barriers, willingness to stay …). The qualitative analysis included the use of data triangulation, combining several documentary sources (official websites, social networks, interviews and media reports, and official and public documents provided by the interlocutor) and examining individual semi-structured interviews. In addition, the field notes and the transcriptions made in the observation of the win-back campaign were added. Comprehension (*verstehen*) is the epistemological principle and the text is the empirical material. The software Web Qualitative Data Analysis, version 2.0.0, was used to analyze data collected from employees, customers and other sources. In this interpretative analysis, content analysis was performed on the transcripts and field notes, considering as the unit of record (designated references) the sentence or set of words and as a unit of context the paragraph. Categories and subcategory/indicators were used in addition to the dimensions.

Quantitative study

In order to test the research hypotheses, telecommunication customers were surveyed including those from various business units (mobile telecommunications, mobile internet and fixed telephone). Data was collected from customers who had terminated their relationships with the Company in the past six months and had subsequently been approached by the Company for revival purposes. Focusing on a single company and its lost customers is consistent with other empirical approaches taken by several studies (Tokman et al., 2007, Homburg et al., 2007, Malhotra & Malhotra, 2013). There is evidence that only a small number of firms engage in systematic activities to recapture lost customers (Stauss & Friege, 1999). For that reason, there is probably no alternative to a single-company approach in the context of data collection (Homburg et al., 2007).

Data was collected online by the Company itself (in the case of mobile phone and mobile internet) and via telephone by a large marketing research firm, as part of its internal norms (in the case of fixed telephone). A total population of 16 768 customers, using the three services, had expressed intention to abandon the Company in the past six months, and was approached with recovery proposals (in a matrix of two or three situations – price adjustment in the active product range, offering

discounts, equipment, or service packages). Lost customers were essentially asked about their perception of the Company′s dissolution and reactivation activities. Additionally, the customer characteristics and the previous relationship characteristics of the operational framework were assessed.

Our final sample consisted of 830 customers. Among these, 55% of the relationships had been successfully reactivated by the Company.

Services. Data included 142 mobile telephone customers, 438 mobile internet access customers and 250 fixed telephone customers representing 17.1%, 52,8% and 30,1%, respectively.

Gender. In terms of total respondents, 42,5% are female, and 57,5% male.

Age. The average age of all respondents is 44.

The demographic characteristics of the resulting sample were in line with the provider′s overall profile of lost customers (with retention processes in the previous six months). To explore the presence of a non-response bias, we compared the respondents with the initial population of lost customers, using. the following criteria: average age of customer, gender, region and percentage of successful reactivation. No significant differences were observed. Table 2 summarizes the main methodological elements used in the collection of quantitative data.

Constructs and measures

We developed multi-item scales based on the procedures drawn by Anderson and Gerbing (1988), using as far as possible, existing measures of the constructs. However, the number of items included in the scales was limited as the Company imposed a restricted duration of the telephone interviews. The scales were pretested and improved in iterative personal interviews with 17 lost customers. The actual measures used for the constructs, along with the original authors, are presented in the Appendix A.

Table 2. Synthesis of online and telephone survey.

Temporal basis	Cross-Section
Sectors	IAS, MTS and FTS
Unit of analysis	Customers with retention process in the last 6 months
Population	13268 SAI, 2698 MTS and 802 FTS
Unreachable	3207 SAI and 349 MTS
Sampling	Probabilistic (IAS and MTS) and Convenience (FTS)
Samples	438 SAI, 142 MTS and 250 FTS
Response rate	4.4% SAI, 6% MTS and 31% FTS
Sample error	4.58% SAI, 7.98% MTS and 5.15%FTS
Data collection	Questionnaire survey available online (IAS and MTS) and telephone interview of approximately 20 mins each (FTS)
Data analysis	Univariate and multivariate

IAS: Internet Access Service; MTS: Mobile Telephone Service; FTS: Fixed Telephone Service.

Data analysis

The quantitative study tested the model, through structural equation modeling and logistic regression analysis. To test the hypotheses a set of statistical tests were carried out, including confirmatory factor analysis, structural equation analysis and logistic regression using the statistical tools webQDA, SPSS and AMOS.

Findings and discussion

Qualitative study

RQ1 is answered with the qualitative study, where the following references and categories were obtained. The "Customer characteristics" category comprises three subcategories: i) age (34 references); ii) involvement (33 references); and, iii) inertia (19 references). The "Previous relationship characteristics" category encompasses the elements that characterize the previous relationship between the customer and the company providing the service. This category comprises three subcategories: i) duration (13 references); ii) quality of the relationship (47 references); and, iii) overall satisfaction (58 references). In the proposed model, the "Attitude toward reactivation" category, categorized as willingness to stay had some significance (27 references). The "Cognitive and emotional factors" category comprises five subcategories: perceptions of justice, specific satisfaction (65 references), emotions and switching reasons (76 references), and attributions (20 references). The perception of justice category, in the light of the Homburg et al. (2007) model and the theory of equity, has three subcategories: distributive justice (107 references), interactional justice (73 references) and procedural justice (64 references). The emotions category consists of two sub-categories: negative emotions (71 references) and positive emotions (19 references). The "Barriers to reactivation" category refers to the factors (barriers or constraints) that hinder the maintenance or customer return to the company. This category comprises two subcategories: i) attractiveness of the available alternatives (20 references) and ii) network effect (11 references). These exploratory results are not deepened explained in this work but led to the next stage.

Quantitative study

RQ2 is answered with the global operational model (Figure 2), which consists of two sub-models:

- The logistic regression model intends to explain the outcome of reactivation (failure versus success) and includes as a predictor or antecedent

the specific satisfaction, this being the dependent variable of the causal model and connecting the two models;

- The causal sub-model explains the key construct called specific satisfaction with dissolution and reactivation through three constructs of justice and one of negative emotions. This model distinguishes direct and indirect effects of perceived justice on satisfaction and includes the negative emotions construct with a mediating role between justice and satisfaction.

The variable ROUT, being the dependent variable in the logistic regression model, refers to the question whether the lost customer, who has been asked to maintain and reactivate the contract, reestablishes the relationship with the company or not, this being a binary behavioral variable (0-No, 1-Yes).

The quantitative analysis first looked at the causal sub-model (Structural Equation Model in Figure 2). This explains the key construct called specific satisfaction with dissolution and reactivation through three constructs of justice and one of negative emotions (resulting from theory and qualitative study). This model distinguishes direct and indirect effects of perceived justice on satisfaction and includes the negative emotions construct with a mediating role between justice and satisfaction. Specific satisfaction is the dependent variable of the causal model that links the two models (the double, cumulative and specific, role that satisfaction exerts on the customer's behavior in reactivation has been suggested). At this level, structural equation models were analyzed.

According to the recommendations (Anderson & Gerbing, 1988; Fornell & Larcker, 1981), before testing the relationships proposed in the structural model, the measurement model should be evaluated, assessing whether the measures have satisfactory psychometric properties. Hair et al. (2006) advise evaluation of the whole measurement model. As adjustment indices, those recommended by Bagozzi and Yi (2012) were selected, due to being the most used. They are: χ^2 (Chi-Squared), CFI (*Comparative Fit Index*), TLI or NNFI (*Tucker-Lewis Index* or *Non-normed Fit Index*), SRMR (*Standardized Root Mean Square Residual*) and RMSEA (*Root Mean Square Error of Approximation*). Since SRMR $\leq$ 0.07, a model will be satisfactory with RMSEA $\leq$ 0.07, TLI $\geq$ 0.92 and CFI $\geq$ 0.93, with χ^2 being as small as possible. The GFI (*Goodness of Fit Index*) presented should be $\geq$0.9, although as χ^2, it is quite sensitive to sample size. With re-specification of the model, a suitable fit is achieved after eliminating some measurement items (e.g., IJust1, PJust3, DisSat2 and DisSat3) based on explained variance results below 0.5 and modification indices. All the indices present a satisfactory level of acceptability, and the model explains 92% of the data

variance (value of GFI). Data from confirmatory factorial analysis of the measurement model are shown in Table 3 (maximum likelihood estimation method). Composite reliability and average variance extracted were assessed according to Fornell and Larcker (1981) and Marôco (2010).

Table 4 presents the means, standard deviation and the correlation matrix for all the constructs. Discriminant validity was also analyzed.

We performed discriminant validity analysis using the Fornell-Larcker criterion. Although most construct pairs met the established criteria, we identified a specific violation between DJust and PJust (correlation = 0.964 > $\sqrt{}$AVE), indicating conceptual overlap between these two constructs. This conclusion was corroborated by the multicollinearity analysis, in which the VIFs of DJust (5.237) and PJust (7.410) exceed the recommended limits, suggesting collinearity. Although this condition may, in part, reflect a possible common method bias, we believe that it also stems from the proximity between the constructs. Nevertheless, this finding we consider with caution in the interpretation of the model results.

Table 3. Specific measurement items.

Construct Items	Coefficient	SD	Z statistic	Standardized loadings	Composite Reliability	AVE
Interactional Justice (IJust) (Cronbach'α = 0.947)					0.94	0.78
IJust2 – Honesty	0.859	0.032	27.198	0.836*		
IJust3 – Empathy	0.793	0.030	26.361	0.825*		
IJust4 – Effort and commitment	1.000			0.939*		
IJust5 – Autonomy and capacity	0.970	0.026	36.945	0.937*		
Distributive Justice (DJust) (Cronbach'α = 0.968)					0.97	0.88
DJust1 – Appropriateness of the proposal	1.000			0.969*		
DJust2 – Justice of the proposal	0.977	0.022	44.909	0.939*		
DJust3 – Proposal response to expectations	0.960	0.023	40.997	0.922*		
DJust4 – Overall result obtained with proposal	0.988	0.026	37.423	0.939*		
Procedural Justice (PJust) (Cronbach'α = 0.935)					0.92	0.80
PJust1 – Process flexibility	0.937	0.032	29.020	0.874*		
PJust2 – Fair policies	0.934	0.030	30.788	0.893*		
PJust4 – Process control	1.000			0.920*		
Negative Emotions (Nemo) (Cronbach'α = 0.967)					0.96	0.82
Displeased	0.912	0.026	34.935	0.908*		
Uncomfortable	0.914	0.024	37.638	0.890*		
Sad	0.844	0.030	28.418	0.834*		
Annoyed	1.000			0.968*		
Angry	0.968	0.024	40.789	0.924*		
Indignant	0.967	0.025	38.620	0.913*		
Specific Satisfaction (DisSat) (Cronbach'α = 0.871)					0.87	0.78
DisSat1 – Response to leaving intention	0.906	0.037	24.238	0.815*		
DisSat4 – Procedures and resources	1.000			0.948*		

Model Adjustment: $\chi 2 = 388$; gl = 136; $P < 0.001$; CFI = 0.978; GFI = 0.918; TLI = 0.972; SRMR = 0.0317; RMSEA = 0.065.

Notes. *$P < 0.001$.

Table 4. Construct means, SD and correlations.

Construct	Mean	SD	IJust	DJust	PJust	Nemo	DisSat
Interactional Justice	4.52	1.99	1				
Distributive Justice	3.36	2.16	.767	1			
Procedural Justice	3.53	2.09	.865	.969	1		
Negative Emotions	3.83	2.24	−.690	−.651	−.713	1	
Specific Satisfaction	4.08	2.16	.880	.847	.904	−.721	1

Note: all correlations are significant ($P < 0.001$).

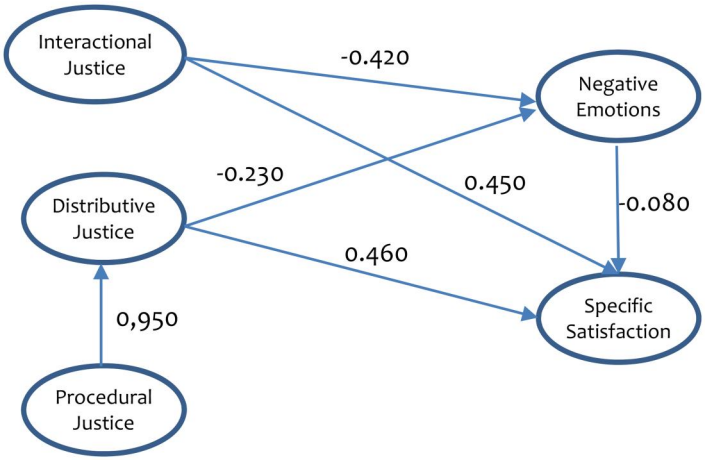

Figure 3. Structural equation model coefficients.

After testing the measurement model, the final model is presented (Figure 3). This is used to estimate the values of the variables used in subsequent analyzes referring to the global sample joining the three services: IAS, MTS and FTS. This model allows testing the effect of interactional, distributive and procedural justice on negative emotions and specific satisfaction and, as such, the test of hypotheses 4, allowing the effect of the first order constructs to be tested. Based on a model with acceptable adjustment, according to the recommended values, translated to a value of χ^2=487 with 139 degrees of freedom ($P < 0.001$); CFI = 0.982; GFI = 0.940; TLI = 0.978; SRMR= 0.029; RMSEA = 0.055. The standardized coefficients of the structural relationships are shown, only with statistically significant ($P < 0.001$) paths. The variance extracted values for each variable (R^2) are presented.

The next stage consists of analyzing the Logistic Regression Sub-Model (Figure 2). With this analysis, the intention is to find an association between the dependent variable – non-metric, nominal, binary, designated Result of Reactivation (ROUT) – and a set of metric and categorical independent variables. The logistic regression model intends to explain ROUT (failure *versus* success). It includes as predictors or antecedents, specific satisfaction and negative emotions arising from the causal model, and which link the two models. After validation, the constructs were used and summarized in parts corresponding to the means of the values of the respective

first-order scales, in this way keeping the variation intervals of the variables between 1 and 7.

To choose the independent variables to include, the statistically significant differences/relationships in the two groups (individuals who reactivated and individuals who did not) were tested. So, for the scaled independent variables the non-parametric Mann-Whitney test is used (where all the differences were significant and in the direction foreseen), while for the nominal and ordinal independents, the Chi-Squared association test is used (in these, the variables of duration of relationship and number of services were excluded as there are no statistically significant differences between the two groups). The adjustment method is the maximum likelihood method. This method estimates the regression coefficients that maximize the probability of finding evidence of the sample's dependent variable. The principle of maximum likelihood consists of estimating the value of β that maximizes the likelihood function. The global or initial logistic model (*enter* method) built with the 16 independent variables was found to be statistically significant, with a -2LL value of 857.4 with the associated *p-value* being $0.14 > 5\%$. The Hosmer and Lemeshow test has a test statistic of 4.652 and a *p-value* of 0.79. The pseudo R^2 present values between 0.25 and 0.39. In the initial model, some independent variables were not statistically significant (*p-values* above 5%) and so they were withdrawn from the model. As the method chosen was *enter*, the non-significant variables were handled manually. The classification table (Table 5) presents the results with ideal adjustment occurring when all the observations are positioned on the main diagonal, as in these conditions, the percentage of correct estimates is 100%. However, the value obtained is 73%.

If the choice was random, that percentage would be 54.9% (456/830*100%=54.9%). In addition, considering the weight of customers that reactivated and those that did not, the probability of success for the naive observer would be 50.5%. The percentage of customers that were correctly classified by the logistic model, compared with the others, is clearly higher, and so the logistic model has greater discriminatory power than a simple random choice. We conclude, therefore, on the interest of determining the 10-variable and statistically significant logistic model. The logistic regression model procedures included the Mann-Whitney Test (ordinal variables), the Chi-Square Test (in the case of nominal and scales variables) and the

Table 5. Classification matrix.

		Predicted		
		ROUT		
Observed		No	Yes	% Correctly classified
ROUT	No	264	110	70.6
	Yes	114	342	75.0
Global % correctly classified				73.0

determination, fit and analysis (enter method). The results can be observed in Table 6.

The model obtained is represented by the equation:

$$\begin{aligned} Logit(\hat{\pi}) = {} & -4.379 + 0.017age + 0.148involvement \\ & + 0.272gender(feminine) + \\ & 2.263education(level\ 1) + 0.510education(level\ 1) \\ & + 0.509education(level\ 3) + \\ & 0.162education(level\ 4) - 0.140education(level\ 5) + \\ & 0.112socialbenefits + 1.103averagemonthlyspending(1) + \\ & 0.486averagemonthlyspending(2) + 0.585averagemonthlyspending(3) + \\ & 0.284specificsatisfaction + 0.273negativeemotions \\ & - 0.135alternativeattractiveness + \\ & 0.398initialwillingnesstostay(maybe) + 0.566initialwillingnesstostay(yes) \end{aligned}$$

Table 7 summarizes the research hypotheses and whether the results supported them. It was possible to confirm most of the research hypotheses postulated in the proposed model.

Discussion of the previously formulated hypotheses was based on three levels of analysis: (1) analysis of the direction and degree of significance of the means and medians of the independent variables, in relation to each

Table 6. Results of logistic regression analysis.

	B	S.E.	Wald	P-value	Exp(B)	CI 95% for Exp (B)	
Age	.017	.007	6.296	.012	1.017	1.004	1.031
Involvement	.148	.045	10.961	.001	1.160	1.062	1.266
Gender	.272	.173	2.472	.116	1.312	.935	1.841
Education			27.249	.000			
Level of education (1)	2.263	.517	19.129	.000	9.614	3.487	26.509
Level of education (2)	.510	.439	1.352	.245	1.666	.705	3.937
Level of education (3)	.509	.338	2.269	.132	1.664	.858	3.227
Level of education (4)	.162	.272	.357	.550	1.176	.691	2.004
Level of education (5)	−.140	.282	.246	.620	.870	.501	1.510
Social benefits	.112	.050	4.985	.026	1.118	1.014	1.233
Average monthly spending			17.654	.001			
Average monthly spending (1)	1.103	.272	16.406	.000	3.012	1.767	5.135
Average monthly spending (2)	.486	.231	4.415	.036	1.625	1.033	2.556
Average monthly spending (3)	.585	.213	7.561	.006	1.795	1.183	2.725
Specific satisfaction	.284	.064	19.700	.000	1.329	1.172	1.506
Negative emotions	.273	.055	24.496	.000	1.314	1.179	1.464
Alternative attractiveness	−.135	.049	7.580	.006	.873	.793	.962
Initial willingness to stay			6.571	.037			
Initial willingness to stay (Maybe)	.398	.233	2.912	.088	1.489	.943	2.352
Initial willingness to stay (Yes)	.566	.221	6.527	.011	1.761	1.141	2.718
Constant	−4.379	.616	50.574	.000	.013		

[1]Masculine gender as reference category.
[2]Post-graduate as reference category.
[3]Superior level as reference category.
[4] No as reference category.

Table 7. Research hypotheses and results.

		Supported
H1	**Customer characteristics impact ROUT:**	
H1a:	The customer's inertia positively affects ROUT.	Yes
H1b:	The customer's involvement positively affects ROUT.	Yes
H1c:	The customer's age positively affects ROUT.	Yes
H2	**Previous relationship characteristics impact ROUT:**	
H2a:	Relationship quality (trust, commitment and social benefits) positively affects ROUT.	Yes
H2b:	Global satisfaction positively affects ROUT.	Yes
H2c:	Relationship duration positively affects ROUT.	No
H3	**Initial willingness to stay positively affects ROUT**	Yes
H4	**Cognitive and emotional factors impact ROUT**:	
H4a:	Interactional justice positively affects distributive justice.	No
H4b:	Procedural justice positively affects distributive justice.	Yes
H4c:	Interactional justice negatively affects negative emotions.	Yes
H4d:	Distributive justice negatively affects negative emotions.	Yes
H4e:	Procedural justice negatively affects negative emotions.	No
H4f:	Interactional justice positively affects specific satisfaction.	Yes
H4g:	Distributive justice positively affects specific satisfaction.	Yes
H4h:	Procedural justice positively affects specific satisfaction.	No
H4i:	Perceived justice positively affects specific satisfaction.	Yes
H4j:	Negative emotions negatively affect specific satisfaction.	Yes
H4k:	Negative emotions negatively affect ROUT.	No
H4l:	Specific satisfaction positively affects ROUT.	Yes
H5	**Reactivation barriers negatively affect ROUT.**	Yes

group, i.e., retained and non-retained customers; (2) analysis of the coefficients of the structural relationships, and their level of significance, with the structural equation model; and (3) analysis of the joint contribution of the independent variables to explaining the dependent variable (ROUT.

In most cases, the differences in the means are found to point in the direction forecast in the research hypotheses. So, regarding the customer's characteristics, it can be stated that those reactivating the service are older, more inert and more involved. Concerning the characteristics of the relationship before dissolution, and in relation to this telecommunications operator, customers who reactivate the service felt more trust, were more committed and believed they received more social benefits. As for the process of dissolution and attempt to reactivate, these individuals were more satisfied, felt less intense negative emotions and believed competing operators were less attractive. For the ordinal and nominal variables (gender, education, average monthly spending, number of services, customer's reasons, firm's reasons, duration of the relationship, customer's initial willingness to stay), each variable's relationship with the two groups was tested using the Chi-Square test. A statistically significant relationship is confirmed between ROUT and the following variables: ender, education, average monthly spending, customer's reasons, firm's reasons and customer's initial willingness to stay. Here, women, individuals with less education, a lower monthly bill and with initial willingness to stay are those who effectively reactivate. The relationship between the number of additional services and ROUT is not statistically significant as the p-value obtained is above 5%, the same happening with the duration of the relationship.

Inertia, a variable suggested in the qualitative phase of this study, presents a higher mean and median in individuals who reactivate than in the opposite group, with the difference being statistically significant (p-value < 0.001), and therefore corroborating Hypothesis 1a. However, the easy mobility between operators, enabled by the regulatory entity, has reduced the potential effect of this variable on intentions to switch service provider, as the difficulties felt by Portuguese consumers are greater in customers who have not changed supplier during the last two years (Adc, 2010).

Involvement obtained an identical result, where customers who reactivated the service present much higher involvement scores than those who did not, and the differences observed (1.09 in the mean and 1.5 in the median) are statistically significant (p-value < 0.001). This evidence reinforces earlier studies arguing that highly involved customers are more motivated to process cognitive and emotional information about specific offers and are more interested in reactivation efforts and offers, and are therefore associated with a greater likelihood of reactivation (Homburg et al., 2007; Roos, 1999; Tokman et al., 2007). Thus, Hypothesis 1b is supported.

In the case of age, having confirmed the significant difference of the median in the two groups of customers, of around nine years, and in accordance with the work of Homburg et al. (2007), it has been found that older individuals tend to respond better to reactivation attempts. Hypothesis 1c is therefore corroborated.

Concerning the characteristics of the relationship previously maintained with the service provider, discussion of Hypothesis 2a analyzes the influence of each first-order construct individually. Here, there are statistically significant differences between the two groups (retained or reactivated customers and non-retained customers) in all variables related to the quality of the relationship, i.e., Trust, Commitment and Social Benefits. Indeed, customers who reactivated the service present higher scores of trust, commitment and social benefits than those who did not reactivate, and the differences observed are statistically significant (p-value < 0.001). This supports arguments defending commitment and trust as determinants of repurchasing intentions (Hennig-Thurau et al., 2002; Morgan & Hunt, 1994), confirmed here in effective switching behavior. It is noted that social benefits focus on the relationship between the customer and service provider staff and not on the result of the transaction, including recognition, personal needs, the one-to-one connection and appreciation of staff, confirming that they have a positive influence on loyalty behavior (Hennig-Thurau et al., 2002).

In the case of the Global Satisfaction variable, a statistically significant relationship is found between the result of reactivation and global satisfaction when performing the Mann-Whitney test, with evidence of statistically

significant differences (p-value < 0.001) between the two groups (Yes/No in ROUT). Individuals who reactivated showed higher values in the mean and median. These results agree with previous research showing that, faced with a recuperation proposal, the customer activates assessment of cumulative satisfaction in relation to the firm and its products and services, which influences the probability of returning to the provider (Homburg et al., 2007; Tokman et al., 2007). So, Hypothesis 2b is corroborated.

The Chi-Square test showed no statistically significant relationship between the result of reactivation (ROUT) and the duration of the relationship (p-value $> 5\%$). Therefore, Hypothesis 2c is not supported. This result coincides with what was found by Homburg et al. (2007) and is explained by the existence of either a positive or negative effect of the duration of the previous relationship on the result of reactivation, i.e., although familiarity with the brand and loyalty to the firm can be greater, the terms of switching are based more on the information arising from the experience and history of the relationship (Bolton, 1998) than on the new information introduced in the reactivation efforts, which do not produce the desired effects.

The results obtained using the Chi-Square test corroborate Hypothesis 3 regarding the existence of a statistically significant relationship between the result of reactivation (ROUT) and the customer's initial willingness to stay with the service. In agreement with previous studies (Krafft & Pick, 2007a), and with the results suggested in the qualitative phase, it was confirmed that customers who are willing, compared to those indicating a lack of willingness, are the ones who do indeed reactivate. Therefore, support was found for Hypothesis 3.

Hypotheses 4 are discussed in the structural model, although in the Mann-Whitney tests, Specific Satisfaction and Negative Emotions report significant differences in the medians and coincide with the direction foreseen in the research hypotheses. In the specific case of the intensity of negative emotions, individuals who reactivated presented a lower mean value than those who did not, and that difference is statistically significant (p-value $= 0.04$). The intensity of the reaction in dissolution and the emotions felt are suggested in the literature (Homburg et al., 2007; Pressey & Mathews, 2003; Roos, 1999; Tokman et al., 2007), but not confirmed, as determinants in the decision to switch, and potentially reversing this decision.

The attractiveness of alternatives, as a barrier to reactivation, presents a significant difference between the two groups (p-value < 0.01) with higher values among individuals who did not reactivate, i.e., individuals who considered the alternatives provided by the competition more interesting did not reactivate the service. Associated with previous arguments presenting the attractiveness of available alternatives as a switching determinant (Bansal et al., 2005; Jones et al., 2002), this study confirms the influence of

this variable as a significant determinant in the result of reactivation, separating individuals who reactivate from those who do not. Hypothesis 5 is supported by the statistical evidence.

Regarding the remaining control variables, reasons for change originated by the customer or by the firm, similarly to other studies (Homburg et al., 2007), have been found not to have a significant influence on the ROUT. Thus, the probability of recovering a customer does not seem to depend on the reason the relationship ended, and more precisely, on the party the customer holds responsible for the decision to deactivate the service.

As for the structural model, analysis of the coefficients of the structural relationships and levels of significance, allows the test of Hypotheses 4, presented above. The results suggest that the perception of justice, in its different dimensions, was an important generator of specific satisfaction, as shown in numerous studies in contexts and phenomena related to relationship reactivation, particularly in service recovery and complaint management (Homburg & Fürst, 2005; Maxham & Netemeyer, 2002; Río-Lanza et al., 2009; Tax et al., 1998; Vázquez-Casielles et al., 2010) and in recovering customers lost to competition (Homburg et al., 2007).

In light of the results obtained, the effect of interactional justice on distributive justice (Hypothesis 4a), suggested by Homburg et al. (2007), is not confirmed in these data, inasmuch as this is a non-significant path. This fact was already foreseen in the interviews with collaborators when it was mentioned that the customer expects to be dealt with well, this being considered almost a hygienic factor. As such, quality of personal service and relations with assistants seems not to potentiate perceived justice in the reactivation proposal made to the customer. Concerning procedural justice, firstly, a positive, high and significant influence on distributive justice was demonstrated (standardized coefficient $= 0.95$; $z = 43.047$; $p < 0.001$) (Hypothesis 4b), and secondly, procedural justice does not exert a direct influence on specific satisfaction (non-significant path) (Hypothesis 4h). Therefore, procedural justice only affects specific satisfaction indirectly, i.e., through distributive justice. It is noted that while in this study 90% of distributive justice is explained by procedural justice, in the study by Homburg et al. (2007) only 67% of distributive justice is explained by interactional and procedural justice. In agreement with these results, some previous studies also concluded that there was no direct influence of procedural justice on specific satisfaction (Homburg et al., 2007; Maxham & Netemeyer, 2002). Therefore, when customers assess retention procedures positively, they recognize the proposal justice better, despite the lack of a direct relationship between procedural justice and satisfaction. The perception of procedural justice, per se, does not induce satisfaction with reactivation. The results obtained with the structural model also show that

the effects of distributive justice (standardized coefficient = -0.23; z = -4.330; $p < 0.001$) and interactional justice (standardized coefficient = -0.42; z = -7.787; $p < 0.001$) on the intensity of negative emotions are negative and significant, as postulated, which corroborates Hypothesis 4c and Hypothesis 4d. In the case of procedural justice, analysis of the paths between constructs revealed that the procedural justice→negative emotions (Hypothesis 4e) path is not significant. Other studies confirm this by stating that procedural justice, having asymmetrical effects on emotions and behavior, plays the role of a basic requirement, i.e., expected in normal conditions (Chebat & Slusarczyk, 2005). It has also been reported that interactions with contact staff have a greater impact on the intensity of negative emotions, compared to the proposal achieved by the customer in the reactivation process.

The results also suggest that interactional justice and distributive justice are important determinants of specific satisfaction with dissolution and reactivation. This is confirmed by the positive, reasonable and significant coefficient measuring of the effect of interactional justice (standardized coefficient = 0.45; z = 11.478; $p < 0.001$) on specific satisfaction (Hypothesis 4f), on the one hand, and of distributive justice (standardized coefficient = 0.46; z = 12.410; $p < 0.001$) on specific satisfaction (Hypothesis 4 g), on the other hand. This result is coherent with other studies presenting the different dimensions of justice as antecedents of satisfaction (Schoefer & Ennew, 2005), highlighting either the importance of the proposal and the price (Homburg et al., 2007; Smith et al., 1999; Tokman et al., 2007) or the interaction with contact staff (Blodgett et al., 1997). It is worth noting that this model explains 84% of the variance of specific satisfaction, whereas in the study by Homburg et al. (2007), the three components of justice explained only 69% of satisfaction with reactivation activities.

There is also a negative effect, albeit small, of the intensity of negative emotions on specific satisfaction (standardized coefficient = -0.08; z = -3.240; $p < 0.001$) (Hypothesis 4j). Emotions can influence individuals' behavior in reactivation, in that the cost-benefit calculation generated by dissolution and reactivation can be canceled out by the intensity of emotions. However, the time period between beginning the dissolution process and measurement by survey (more than six months in some cases) impeded respondents' memory of dissolution and reactivation episodes. In addition, when contact staff restrain emotions and reach expectations and compensation, this reduced the intensity of the negative emotions experienced, making it difficult to measure them afterwards. It is concluded that the hypothesis formulated (Hypothesis 4j) is supported. The results obtained through the structural model also show that the effect of perceived justice (second-order construct) on specific satisfaction is positive and significant (standardized coefficient=

0.95; $z = 31.558$; $P < 0.001$), leading to corroboration of Hypothesis 4i. Indeed, this is the path with greatest weight in the model. Confirmation of this research hypothesis is consistent with similar research that found perceived justice to be an important antecedent of specific satisfaction (Homburg et al., 2007). Hypothesis 4 is partially supported.

The analysis established several relationships between the dependent variable of ROUT and the independent variables. However, it does not attribute a weight to each of these independent variables and does not analyze the contribution of that set of variables to explaining the variability of the dependent variable. Considering the independent variables that presented statistically significant associations with the dependent variable, the logistic regression was performed, presenting all the procedures considered relevant (tests of goodness of fit, discriminatory power, regression coefficients and model, among others). Except for the coefficient associated with the variable of Negative Emotions (intensity), all the signs of the regression coefficients point toward the preliminary tests and in the direction defined in the research hypotheses. The results provide additional evidence to support and strengthen the hypotheses: (Hypothesis 1) The customer's characteristics (involvement, age, gender, education) influence ROUT; (Hypothesis 2) The characteristics of the previous relationship (social benefits) influence ROUT; (Hypothesis 3) The customer's initial willingness to stay influences ROUT; (Hypothesis 4) Cognitive and emotional factors (specific satisfaction with dissolution and reactivation and intensity of negative emotions) influence ROUT; (Hypothesis 5) The barriers to reactivation (attractiveness of alternatives) influence ROUT negatively. This analysis confirms the results of the preliminary tests and the impact of this set of variables is included in a regression model which, based on the above variables, correctly classifies 75% of the observations obtained and provides pseudo-R2 between 0.24 and 0.36.

In interpreting the coefficients of the logistic regression, the coefficients do not represent the impact on the dependent variable at the time of a unitary variation in the respective independent variables. In fact, the logistic regression coefficients represent the rates of variation of "ln (odds ratio)" when the independent variables vary one unit, with the Exp(β) corresponding to the effect of the independent variable on the "odds ratio". Therefore, in the order of the previous hypotheses, and adding the control variables, the operational model of this research:

- Involvement presents $\%Rácio\ chances = 100 \times [1.16 - 1] = 16\%$, the greater the personal meaning and relevance (absolute and relative importance) the individual gives to the service and the consequences he/she considers for his/her life, the greater the likelihood of responding

positively to the attempt at reactivation. This result agrees with previous arguments and values ($\beta = 0.14$ in Homburg et al., 2007), which say that highly involved customers, more motivated to process cognitive and affective information related to a specific product, are more interested in the reactivation efforts and offers made by the operator (Homburg et al., 2007) and give more consideration to the recovery proposal (Tokman et al., 2007). Hypothesis 1b is therefore supported;

- Age has a significant influence on reactivation, with the probability ratio being 1.017. This means that $\%Rácio\ chances = 1.7\%$, i.e., the probability of reactivating increases by 1.7% each year, or stated more clearly, older individuals are more likely to respond positively to reactivation efforts. This result confirms those of previous studies (Homburg et al., 2007), where a positive influence of customer age on the performance of reactivation activities is found. Older individuals are more willing and receptive to continuing relationships (Rusbult et al., 1986), as the adaptation to new offers is more difficult and favors the return to a known service provider (Homburg et al., 2007). Hypothesis 1c is therefore supported;
- Gender, as a control variable, although not a statistically significant one, presents $\%Rácio\ chances = 31.2\%$ of females compared to males, i.e., women tend to be more likely to accept reactivation proposals. In addition, the 95% confidence interval for Exp(β) corresponds to [0.935; 1.841], reinforcing the importance of this variable. Some studies have defended women's greater probability of repurchasing (Mittal & Kamakura, 2001);
- Level of education, also a control variable, has a significant influence on reactivation. Respondents with low qualifications present $\%Rácio\ chances = 831.4\%$ compared to those with higher ones. That is, individuals with less education are more receptive to reactivation, when compared with those holding a post-graduate degree, master's or Ph.D., although in other academic qualification categories, there are no significant differences in the % of probability;
- The variable of social benefits was shown to be relevant in the model, inasmuch a one-point increase in social benefits leads to $\%Rácio\ chances = 11.8\%$, i.e., the probability of reactivating increases by 11.8% with each point in the social benefits understood by the customer. So, Hypothesis 2a is supported, regarding social benefits;
- As for the control variable of relationship breadth (average monthly spending), which includes four classes, the probability of customers who pay the most was shown to be statistically significant with regard to the other three classes. This means that individuals who pay the least present $\%Rácio\ chances = 201.2\%$ of reactivation, those of the lower intermediate level $\%Rácio\ chances = 62.5\%$ of reactivation and those of the

upper intermediate level %*Rácio chances* = 79.5% of reactivation, in relation to those who pay the most. In other words, individuals with a lower monthly spending tend to agree to reactivation proposals more easily;

- The customer's initial willingness to stay the service presents %*Rácio chances* = 76.1% for customers who were willing compared to those who were not, this ratio was statistically significant. That is, individuals who at the outset present a willingness to stay do so. The %*Rácio chances* = 48.9% of individuals who answered "Maybe" compared to those who answered "No", i.e., those who at the outset were undecided about reactivation present a greater likelihood of reactivating than those who said they did not want to do so. Therefore, Hypothesis 3 is supported;
- Concerning specific satisfaction with dissolution and reactivation, the result was %*Rácio chances* = 32.9%, i.e., a one-point increase in specific satisfaction with dissolution and reactivation increases reactivation by 32.9%. Therefore, Hypothesis 4l is supported. Confirmation of this research hypothesis is consistent with similar research, finding that satisfaction with specific reactivation events increases the performance of reactivation activities, presenting a substantial effect ($\beta = 0.37$ in Homburg et al., 2007). In fact, this was the variable with the most robust discriminatory and predictive power in this study;
- As for the intensity of negative emotions, and in this analysis, %*Rácio chances* = 31.4%, the greater the intensity of negative emotions the greater the probability of reactivating. This result contradicts what is suggested in the literature (Roos, 1999) and the results shown previously. However, in the qualitative study, the positive influence of the intensity of negative emotions on successful reactivation was reported by experienced collaborators who said they preferred to interact with customers who were very emotional, as the opportunity afforded by opening a dialogue allowed the assistants, trained for this purpose, to exchange arguments, calm emotions, justify situations and make reactivation proposals. These dynamics do not exist in the situation where the customer takes the decision to deactivate and communicates it with a neutral or indifferent attitude that does not allow dialogue or reacting to reactivation proposals of any kind;
- The attractiveness of alternatives presents %*Rácio chances* = −12.7%, i.e., a one-point increase reduces by 12.7% the probability of reactivating. Therefore, an individual who considers the alternatives provided by the competition as unattractive is more likely to reactivate the service. Hypothesis 5 is therefore strengthened by this statistical evidence. As it was considered pertinent to present evidence about the relationship between exit and the availability of alternatives (Stewart, 1998a), here is

the proof of the effect of this variable on ROUT, despite this effect not being greater than that of specific satisfaction as suggested by Capraro et al. (2003).

Implications for researchers

These results also have several important implications for scientific researchers and point to the need for new research in several areas. The most obvious implication of this research is that CRR can be approached with a holistic perspective of dissolution and reactivation, considering the company and the customer perspective. Reactivation can focus on retention (after the client expresses his intention to abandon) or on reacquisition of customers effectively lost to another service provider (Figure 4).

The concept of Phoenix Relationships, initially proposed by Pressey and Mathews (2003), is somehow appropriate for this phenomenon. It entails relationships that were rejuvenated after some time, dealing with relationships that were really broken rather than just dormant. The rebirth from the ashes of the previous relationship is based on Phoenix, the bird of Greek mythology, which, when it felt death approaching, constructed a pyre of branches of cinnamon, sage and myrrh in whose flames it was burnt to death. After a while, it was reborn from its own ashes. Phoenix Relationships are rebuilt and empowered by the energy brought from the previous relationship with the service provider. Problematic interactions are explained, sometimes compensated and finally resolved. The renewed relationship is built upon the old and new positive energy.

This research has also augmented the literature with an integrated and predictive model for ROUT. Finally, methodological contributions include

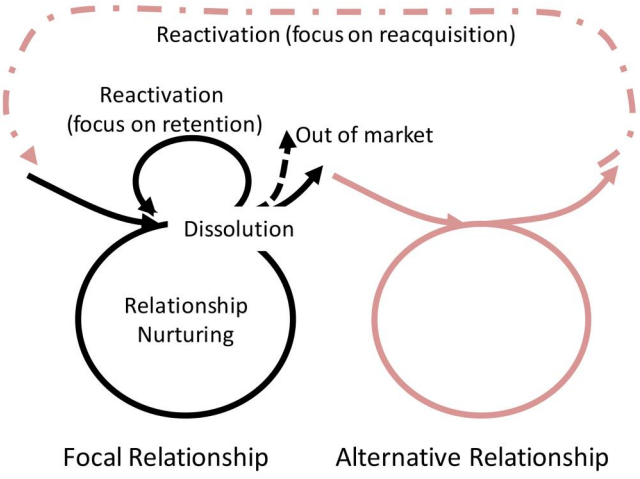

Figure 4. Relationship reactivation dynamics.
Source: Adapted from Strandvik and Holmlund (2000)

the use of actually terminated relationships (behavioral) and not intentions, on one hand, and the use of a mixed method approach (Qualitative – Quantitative), on the other hand. Both enhanced the content of this study.

Implications for managers

As the first contribution, this study provides empirical evidence that successful reactivation of relationships can be explained systematically, rather than being a question of luck. The conception of systems and programmes to reactivate relationships and recover customers should include the information collected in the dissolution process. Reactivation is not a one-shot process as it includes experiences and past memories that can be capitalized on with proposals and assertive interactions that coincide with customers' expectations.

A second contribution: the customer's perceptions of equity and justice are crucial. Customers must understand the interactions, procedures, and above all, the proposals as fair in relation to what they invest in that relationship. They must perceive the process as quick and that they are in control, and understand that the proposal made is attractive in relation to alternatives in the competition. Front-line employees' training and clear definition of the procedures to implement are therefore critical. It has been confirmed that the material aspects of the proposal are overvalued (Griffin & Lowenstein, 2001; Homburg et al., 2007) with emotions being present and not dissociated from cognitive factors. The intensity of the negative emotions identified in the dissolution process and reported by customers (discontentment, discomfort, sadness, boredom, irritation and indignation) has an impact on successful reactivation.

A third contribution: ROUT depends on the customer's characteristics and those of the previously experienced relationship with the service provider (in the different encounters). Therefore, customer segmentation is a practical business aspect. This study suggests segmentation variables besides the socio-economic ones normally used. Specifically, it seems more promising to approach more involved, older, female customers with less education. Facilitating the whole process and performing the most bureaucratic and demanding tasks seems to please the customer. The opportunity given by the customer in the contact to end the contract is the decisive moment for the process to be reversed. Communication strategies with the best results include arguments and messages directed to highly involved customers' needs and interests, when they believe they have benefited in the past from a relationship built in favor of their specific needs.

A fourth contribution: reactivation offers should consider the alternatives provided by the competition, adding some differentiating factor, since the

availability and attractiveness of alternative relationships have a negative influence on successful reactivation. It is suggested that the imposition of rigid, long-lasting loyalty contracts produces a kind of anger and bitterness that customers will "relieve themselves of" at the end of the contract by abandoning the provider. Mobility between telecommunications operators, which tends to be facilitated by regulatory bodies and legislation, seems to contribute to minimizing this problem.

In sum, firms need to have better allocation of resources, monitor specific satisfaction (with dissolution and reactivation activities), improve skills in dealing with emotions, ensure fairness in treatment, proposals and procedures, and finally, consider the customer's characteristics and the past experience with the provider.

Conclusion, limitations and future research

Customer relationship reactivation, against this background, is still a neglected area of research in customer relationship management, despite the growing evidence in business practice that well-developed reactivation activities can be highly effective and efficient (Griffin & Lowenstein, 2001; Homburg et al., 2007).

It is possible to apply the theoretical framework in telecommunication companies delivering a mix of goods and services. Telecommunications explore reactivation possibilities mostly in the phase of breaking the relationship and focusing on retention. The framework has proven useful in suggesting approaches to CRR. This is a promising side-effect of this study, at least from a managerial point of view.

Answering the research questions: the acceptance of a reactivation proposal, in contractual relationships, is associated with: customer characteristics (inertia, involvement and age), previous relationship characteristics (quality and global satisfaction), initial willingness to stay, cognitive and emotional factors and barriers to reactivation. Empirically, it was suggested that more involved, older, less educated customers who recognize previous relationship benefits, have lower average expenditure, are initially willing to stay, are more satisfied (with higher perceived justice in dissolution and reactivation activities) and are less attracted by available alternatives are more likely to reactivate.

The analysis reported here advances empirical research regarding emotional factors as drivers of ROUT, as Homburg et al. (2007) suggested for future avenues of research. Strong negative emotions influence specific satisfaction.

This investigation provides practical insight into several easy-to-use approaches that researchers and managers can apply to improve reactivation outcomes. Finally, this research points to the critical need for new research to

better understand dissolution and reactivation processes and their influence on customer satisfaction, loyalty and value.

Although this investigation used a large data set, several limitations are acknowledged. Data was obtained from only one industry in one country. However, the fact that three different services were included compensates for the lack of diversity (at least to some degree). Nevertheless, it would be interesting to have examined other industries and socio-cultural contexts. Future research could also study this phenomenon analyzing the regained customer's value and/or extending the present study to the reactivation determinants in terms of intentions and future loyalty (e.g., propensity to switch, return intention and recommendation).

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ORCID

Luisa Lopes http://orcid.org/0000-0003-2039-0125
Helena Alves http://orcid.org/0000-0001-5192-2310
Carlos Brito http://orcid.org/0000-0003-0307-9220

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Appendix A

Table A1. Scales.

Inertia (INERT)

Variable based on 3 items, presented on a 7-point Likert scale anchored at 1 for "strongly disagree" and 7 for "strongly agree":

INERT1: Unless I was very dissatisfied with the OPERATOR, changing to another one would be uncomfortable

INERT2: It would be difficult for me to stop using this service with the OPERATOR

INERT3: For me the costs of changing operator in terms of time, money and effort are high

Source: Same as the original 7-point Likert scale tested and used by(Alpha = 0.8388), based on Gremler (1995).

Involvement (INV)

Variable based on 3 items, presented on a 7-point Likert scale anchored at 1 for "strongly disagree" and 7 for "strongly agree":

INV1: This service (SERVICE) is important to me.

INV2: Compared to other products or services, this service is very important to me.

INV3: I am well informed about telecoms.

Source: Scale adapted from Homburg et al. (2007) (Alpha= 0.75) and from Homburg and Giering (2001).

Relationship Quality = Trust + Commitment + Social Benefits (Alpha = 0.73)

Trust

Variable based on 4 items, presented on a 7-point scale of the semantic differential type.

I felt that the OPERATOR was:

TRUST1: (1) Not very trustworthy - Very trustworthy (7)

TRUST2: (1) Very incompetent - Very competent (7)

TRUST3: (1) Not very honest - Very honest (7)

TRUST4: (1) Able to respond to customer requests - Unable to respond to requests (7) (reverse form)

Source: Same as the original 7-point scale tested and used by Grégoire et al. (2009) (Alpha= 0.94).

Commitment

Variable based on 3 items, presented on a 7-point Likert scale anchored at 1 for "strongly disagree" and 7 for "strongly agree":

COM1: I was very involved in the relationship with the OPERATOR

COM2: This relationship was something I wanted to maintain for a long time

COM3: I endeavored to maintain this relationship

Source: Same as the original 7-point Likert scale tested and used by Grégoire et al. (2009) (Alpha= 0.92).

Social Benefits

Variable based on 4 items, presented on a 7-point Likert scale anchored at 1 for "strongly disagree" and 7 for "strongly agree".

My relationship with the OPERATOR was based on his ability to:

SOCBEN1: recognizing who I am as a customer

SOCBEN2: knowing my personal needs as a customer

SOCBEN3: building a "one-to-one" connection

SOCBEN4: make me feel important and appreciated

Source: Same as the original 7-point Likert scale tested and used by Grégoire et al. (2009) (Alpha= 0.94).

Global Satisfaction (GLOBSAT)

Variable based on 3 items, presented on a 7-point Likert scale anchored at 1 for "strongly disagree" and 7 for "strongly agree":

GLOBSAT1: Considering the overall experience with the OPERATOR, I was satisfied

GLOBSAT2: In general, the OPERATOR's products and services met my expectations

GLOBSAT3: The OPERATOR was close to what I consider to be the ideal telecoms operator

Source: ECSI Portugal Model - Indicators associated with latent variables.

Switching Motives (MOT)

Variable based on 3 items, presented on a 7-point Likert-type scale anchored at 1 for "not at all" and 7 for "very much".

To what extent did the following reasons affect your intention to deactivate the SERVICE service with the OPERATOR?

MOTCLIENT: Reasons related to me as a customer (personal reasons such as family, friends or company network, no need, financial difficulties, emigration …)

MOTFIRM: Reasons related to the service provided by the OPERATOR (network coverage, care/service, poorly resolved complaint, speed, traffic …)

MOTCOMP: Reasons related to competing offers (better price or equipment, integrated service offers …)

Source: This is a new measure based on the literature (Fernandes & Proença, 2008; Homburg et al., 2007; Nordman, 2004) adapted to the characteristics of each service.

Interactional Justice (IJUST) (Alpha= 0.93)

(*continued*)

Variable based on 5 items, presented on a 7-point Likert-type scale anchored at 1 for "totally disagree" and 7 for "totally agree":
IJUST1: The OPERATOR's employees treated me with courtesy and politeness
IJUST2: OPERATOR's employees were honest when interacting/talking to me
IJUST3: The treatment and communication by the employees was adequate
IJUST4: The employees went out of their way to resolve my situation
IJUST5: OPERATOR's employees were capable and autonomous

Procedural Justice (PJUST) (Alpha= 0.896)

Variable based on 4 items, presented on a 7-point Likert-type scale anchored at 1 for "totally disagree" and 7 for "totally agree":
PJUST1: The OPERATOR was very receptive to my point of view and suggestions
PJUST2: OPERATOR has fair policies and practices for these situations
PJUST3: The OPERATOR reacted promptly to my intention to deactivate and quickly resolved the situation
PJUST4: OPERATOR was willing to adapt procedures to my needs

Distributive Justice (DJUST) (Alpha= 0.96)

Variable based on 4 items, presented on a 7-point Likert-type scale anchored at 1 for "totally disagree" and 7 for "totally agree":
DJUST1: Despite the problems caused and time lost, the OPERATOR's proposal was appropriate
DJUST2: I understood that the OPERATOR's proposal was fair
DJUST3: The OPERATOR provided an answer/proposal in line with my expectations
DJUST4: Overall, the result I obtained was adequate

Source: Scales adapted to the context and derived from the agreement scales (7-point Likert type) of Vázquez-Casielles et al. (2010).

Negative Emotions (NEMO)

Variable based on 9 items, presented on a 7-point Likert scale anchored at 1 for "not at all" and 7 for "very much".
Thinking about this process, please indicate to what extent you felt:
NEMO1: Discontent (self)
NEMO2: Uncomfortable (self)
NEMO3: Sad (self)
NEMO4: Bored (other)
NEMO5: Angry (other)
NEMO6: Indignant (other)
NEMO7: Worried (situational)
NEMO8: Nervous (situational)
NEMO9: Anxious (situational)

Source: Scale by Svari et al. (2011) (Alpha = 0.89) adapted to the context and resulting from qualitative data.

Specific Satisfaction - Specific Satisfaction with Dissolution and Reactivation (DISSAT)

Variable based on 4 items, presented on a 7-point Likert-type scale anchored at 1 for "totally disagree" and 7 for "totally agree":
DISSAT1: I was satisfied with the way the OPERATOR handled my intention to deactivate the SERVICE service
DISSAT2: I was happy with the solution found/proposal made to me to stay
DISSAT3: I was satisfied with the treatment I received from the OPERATOR's employees
DISSAT4: I was satisfied with the procedures (way of working) and resources used

Source: Scale constructed from the 2-item scale by Homburg et al. (2007) (Alpha= 0.94) and the 5-item Vázquez-Casielles et al. (2010) (Alpha= 0.938) adapted to the context and from qualitative data.

Attractiveness of Alternatives (ALT)

Variable based on 4 items, presented on a 7-point Likert-type scale anchored at 1 for "strongly disagree" and 7 for "strongly agree":
ALT1: Overall, the competition would be better than the OPERATOR /my operator
ALT2: Overall, the competition's policies would benefit me much more
ALT3: I would be much more satisfied with the competitor's service than that of the OPERATOR/my operator
ALT4: Overall, I would be much more satisfied with the competition than I am with the OPERATOR/my operator.

Source: Adapted from Bansal et al. (2005). Agreement scale as the original (7-point Likert type)(Alpha = 0.922).

Initial Willingness to Stay (WILLING)

When you started your request for disactivation, did you want to stay with OPERATOR?

- Yes
- Maybe yes, maybe no
- No

Sources: Krafft and Pick (2007b) .

Reactivation Outcome (ROUT)

Did you keep your mobile phone/landline/mobile internet service with the OPERATOR?

- Yes
- No

Duration of Relationship (DURATION)

Until the disactivation request, for how many years had you been a customer of the OPERATOR?

- less than 2 years
- between 2 and 4 years
- between 4 and 6 years
- more than 6 years

Sources: (Barnes, 1997; Bolton et al., 2004; Grégoire et al., 2009; Homburg et al., 2007; Lopez et al., 2006)

Relationship Breadth (NSERVICES)

How many services (mobile phone, landline, television, internet) were provided to you, individually or as a package by the OPERATOR, in addition to the SERVICE:

- none other
- 1 service
- 2 services
- 3 services
- 4 services

Sources: (Bolton et al., 2004; Lopez et al., 2006)

Relationship Depth (MONTHBILL)

On average, how much did you spend monthly on the SERVICE (in euros)?

- less than 20€
- between 20 and 30 euros
- between 30 and 50 euros
- more than 50€

Source: This scale was suggested by the telecommunications operator, with a scale for each of the three services.