

**Service Failures and Recovery in Tourism and Hospitality: A Practical Manual, edited by Erdogan Koc, 2017, Oxford: CABI International, ISBN: 978-1-78639-067-7, pp. 244**

Reviewed by İlkey TAŞ GÜRSOY<sup>1</sup>

*Reha Midilli Foça Faculty of Tourism, Dokuz Eylül University, Turkey*

*Service Failures and Recovery in Tourism and Hospitality: a Practical Manual* is an edited volume by Erdogan Koc that brings 25 authors together while Koc contributes to the volume as an author as well. The volume sets to provide a comprehensive outlook for the services failures and recovery by combining theoretical debates with examples from the field. The volume is comprised of 14 chapters under four parts. *Part I* is dedicated to "Understanding Service Failures and Recovery". It starts with introductory chapter and continues with chapter two and chapter three. The first chapter, titled as "Introduction: Service Failures and Recovery" by Koc sets the stage for the readers by explaining the significance of the topic, the rationale of the volume, its contribution to the literature and the structure of the remaining chapters. Chapter two, by Christina K. Dimitriou, provides a conceptual background regarding service failures and the ways to deal with them in a hospitality setting. Chapter three, by Melissa A. Baker, engages readers to theoretical debates on service failures and recovery. Baker tactfully integrates models into theoretical thinking. At the core of *Part II* lies understanding emotions in service encounters, failures and recovery. In chapter four, Erdogan Koc, Gulnil Aydin, Aybeniz Akdeniz Ar and Hakan Boz focus on emotions, measurement of emotions and emotional abilities. In chapter five, Jong-Hyeong Kim takes the debate to articulation of memory and service experience. Kim discusses memory, memorability, memory bias regarding service failure

---

<sup>1</sup> Address Correspondence to İlkey Taş Gürsoy, Reha Midilli Foça Faculty of Tourism, Dokuz Eylül University, TURKEY. E-mail: [ilkay.tas@deu.edu.tr](mailto:ilkay.tas@deu.edu.tr)

and recovery. In chapter five, Poh Theng (Beatrice) Loo and Huey Chern Boo look into the role of customer attribution in service failure and recovery contexts.

*Part III* sheds light to the influence of technology, systems and other people on creation of service failures and recovery. In chapter seven, Minwoo Lee and Melissa A. Baker takes the readers' attention to the role of technology in customer satisfaction and service excellence. The authors examine service failures, recovery and intercultural issues in the milieu of social media debates. Chapter eight, by Petranka Kelly, Jennifer Lawlor and Michael Mulvey, brings up the issue of self-service technologies and the customers' engagement with self-service technologies in the context of service failures and recovery. Chapter nine takes the readers' attention from technology to people, by taking the influence of other customers into account on service failure and recovery. Kawon Kim and Melissa A. Baker, discuss social servicescape, the impact of other customers in creating service failures and recovery strategies. Chapter ten continues with elaborating on the role of interpersonal interaction in service encounters. A. Celil Cakici and Ozan Guler engage readers to lively debate on emotional contagion and examine the group influence on its members regarding service failures and recovery. Having shown the complicated and highly precarious social environment of servicescapes, the volume continues with a part focusing on the training for service failures and recovery. *Part IV* starts with the eleventh chapter which concentrates on staff training by Isil Arikan Saltik, Ugur Caliskan and Umut Avci. This chapter offers service recovery practices which help to improve self-confidence of service staff in dealing with failures. Chapter twelve, by Ali Dalgic, Derya Toksöz and Kemal Birdir, deepens the debate on staff related aspect of service failure and recovery by elaborating on the role of empowerment, internal communication, waiting time and speed in service delivery. In chapter thirteen, Erdogan Koc takes the readers to a very interesting discussion on cross-cultural aspects of service failures and recovery by portraying the role of culture and the importance of intercultural sensitivity in service encounters. Chapter fourteen, the last chapter of the volume, is dedicated to examination of the feeling of disappointment at hospitality settings by deriving from the example of film induced tourism. Anna Irimiás, Gábor Michalkó, Dallen J. Timothy and Mariangela Franch consider films as marketing communication tools and look into communication gaps which might create service failures. The authors demonstrate how disappointment can be caused by service failures.

*Service Failures and Recovery in Tourism and Hospitality: a Practical Manual* is a thought provoking book for researchers who like exploring new and sometimes precarious concepts. Sparks' (2001) book chapter on service failures and recovery provides a conceptual framework for the first time and Koc, the editor of the volume, has publications regarding service failures (Koc, 2010; Koc, 2013; Koc, Ulukoy, Kilic, Yumusak, & Bahar, 2017) . However, the novelty of the book lies in its comprehensive approach for understanding service failures and recovery from different angles. The book manages to develop service failures and recovery from a niche field into an expanded field of study by combining them to new research topics. Another strength of the book is the availability of support materials (presentation slides, links to websites, and case studies showing real-life situations). The flow of chapters is well-structured. Each chapter follows the similar layout starting with learning objectives and ending with chapter questions. This makes it easier to follow and to self-control the progress in terms of learning outcomes. The language of the volume is clear and far from literary expressions which can contribute to uninterrupted reading experience. Another merit of the book is the extensive use literature in various fields such as organisational behaviour/human resources management, marketing/consumer behaviour perspectives to shed light on to service failures and recovery.

Although each chapter ends with a conclusion giving insight for further research, one weakness of the volume is the absence of a concluding chapter which summarizes the debates throughout the volume and puts new a research agenda into discussion. Each chapter poses self-study questions which is a good attempt to reinforce learning. However, it would be a good idea to have some blueprint for answers which would support undergraduate students and researchers who are new to the field and trying to learn by self-study.

At personal level, this volume provided me with understanding into complicated nature of service encounters as well as the challenges of service provision at a hospitality setting. The volume not only provides a refined review of literature regarding service failures and recoveries but also arises new questions regarding human component of servicescapes such as cross-cultural or group interaction. This volume offers an insightful reading for scholars interested in organisational behaviour, human resources management, customer relationship management, service quality and marketing.

## REFERENCES

- Koc, E. (2010). Services and conflict management: Cultural and European integration perspectives. *International Journal of Intercultural Relations*, 34 (1), 88-96.
- Koc, E. (2013). Power distance and its implications for upward communication and empowerment: Crisis management and recovery in hospitality services. *The International Journal of Human Resource Management*, 24 (19), 3681-3696.
- Koc, E., Ulukoy, M., Kilic, R., Yumusak, S., & Bahar, R. (2017). The influence of customer participation on service failure perceptions. *Total Quality Management & Business Excellence*, 28 (3-4), 390-404.
- Sparks, B. (2001). Managing service failure through recovery. In J. Kandampully, C. Mok & B. Sparks (eds.), *Service quality management in hospitality, tourism and leisure* (pp. 193-219). Haworth Press: Binghampton.