

The Reasons of Consumer Complaining: A Case Study of Les Enphants

程廣仁、賴其勳；張景旭

E-mail: 9223250@mail.dyu.edu.tw

ABSTRACT

Abstract The main purpose of this study is to understand the cause of customer complaints. There are multiple reasons for customers to complain. To ensure the critical elements of complaints the target of this study. I have spent one year, using Qualitative Research Method to proceed the program, and using Critical Incident Technique to collect and analyze data. This study offers several discoverers as following: 1. Employee attention failures are the critical elements of whether the customers are satisfied during delivered process. When the employee don't response correctly to the failure of delivery system, it is unavoidable for the customers to complain. 2. The customers will have good and deep impression if the employee are engaged in rescue the failure which may happen in delivered in delivered process, or the employee try hard to resolve the embarrasment made by the customers themselves. 3. The customers will have unsatisfactory experience of delivered process if they misuse the things saled because of the employee's misleading owing to the uncomplete professional knowledge. 4. The customers will fell they are not treated respectably if their damage, cause during the employee's delivered processing because of the wrong system process of decoration, cannot promptly and effectively resolved. 5. This study research and classified the failures of Les Enphants with Critical Incident Teehniq. The conclusion will help Les Enhants avoid possible service failure and train their employee.

Keywords : service failure ; service quality ; delivered process

Table of Contents

目錄 封面內頁 簽名頁 授權書.....	iii	中文摘要.....	iv
.....iv英文摘要.....	v	誌謝.....	vi
.....vi目錄.....	viii	圖目錄.....	x
.....x表目錄.....	xi	第一章 緒論.....	xii
第一節 研究背景.....	1	第二節 研究動機.....	3
第二節 研究目的.....	5	第二章 文獻探討 第一節 服務業的分類.....	6
零售業與服務業關聯性.....	9	第二節 零售業與服務業關聯性.....	9
第三節 服務失誤之定義與重要性.....	16	第四節 重大關鍵事件法.....	32
第三章 研究方法 第一節 研究架構.....	36	第二節 研究範圍.....	39
第三節 樣本架構.....	42	第四節 資料分析方法.....	44
第五節 變數的定義.....	49	第四章 實證結果分析 第一節 KHD 分類結果.....	52
第二節 影響服務傳遞結果之重要性程度分析.....	64	第五章 結論與建議 第一節 結論.....	69
第二節 管理涵義.....	70	第三節 研究限制.....	75
第四節 後續相關研究之建議.....	75	參考文獻 一、中文部份.....	76
二、英文部份.....	78	圖目錄 圖2.1 零售車輪理論.....	10
圖2.2 服務失誤的來源.....	20	圖2.3 顧客服務失誤.....	21
圖2.4 員工服務失誤循環.....	22	圖2.5 Bitner (1992)服務接觸關係圖.....	23
圖2.6 服務業顧客轉換行為模式.....	30	圖3.1 服務業之分類舉例.....	37
圖3.2 觀念架構.....	38	圖3.3 麗嬰房顧客抱怨處理流程.....	40
表目錄 表2.1 顧客認為不同行業服務品質不佳的原因分析表.....	18	表3.1 麗嬰房顧客意見統計表.....	42
表3.2 人口統計變數與基本背景.....	44	表3.3 麗嬰房顧客抱怨部分 KHD 分類信度分析表(一).....	48
表3.4 麗嬰房顧客抱怨部分KHD分類信度分析表(二).....	48	表4.1 KHD分類結果一覽表 顧客不滿意資料.....	52
表4.2 KHD分類結果 — 價格系統的失誤顧客不滿意資料.....	53	表4.3 KHD分類結果 — 產品失誤顧客不滿意資料.....	54
表4.4 KHD分類結果 — 員工態度的失誤顧客不滿意資料.....	55	表4.5 KHD分類一覽表 不滿意的重要案例.....	57
表4.6 KHD分類結果與麗嬰房分類結果對照表.....	65	表5.1 顧客關係管理計畫.....	71

REFERENCES

參考文獻 一、中文部份 1.行政院主計處編印, “中華民國行業分類標準” 中華民國統計月報, 行政院主計處, 民國89年9月 2.凌儀玲, 服務接觸中認知腳本之研究, 國立中山大學企業管理研究所博士論文, 民國89年 3.黃俊英 “台灣服務業的發展與未來展望” 七十六年服務業管理學術研討論文集, 中華民國管理科學學會, 民國76年。 4.杜壯 “服務復原管理概念性模式之構建” 國立交通大學經營管理研究所。博士論文, 民國89年。 5.鄭紹威 “服務業服務失誤挽回服務與顧客反應之研究”, 文化大學國際企業管理研究所未出版博士論文, 民國86年。 6.ARC遠望管理顧問公司主編, 顧客關係管理深度解析, 民國90年。 7.楊鴻麟, “顧客期望及顧客參與對服務缺失規因之影響探討—以推廣教育為例” 元智大學管理研究所未出版碩士論文, 民國89年。 8.施柏均 “服務失誤、服務補救顧客滿意與購買意願之探討” 國立台北科技大學未出版碩士論文, 民國88年。 9.謝作明, “服務補救、服務價值、抱怨處理後滿意度與關係行銷之研究” 國立台北科技大學商業自動化與管理研究所未出版碩士論文, 民國90年。 10.陳文勇, “類神經網路於服務原診斷之構建—以固網業為例” 國立台北科技大學生產系統工程與管理研究所未出版碩士論文, 民國90年。 11.趙韶豐 “服務接觸關鍵事件之研究” 國立中山大學企業管理研究所未出版碩士論文, 民國89年。 12.鄭淑芳, “旗艦店新春大流行” 工商時報第35版, 民國86年3月17日。 13.丁逸豪, “現代零售管理學” 台北市華泰文化有限公司, 民國73年。 14.林雅筠, “服飾旗艦店設立條件與預期效果間之關聯性探討” 輔仁大學織品服裝研究所未出版碩士論文, 民國90年。 二、英文部份 1. Albrecht, K. and L. J. Bradford. The Service Advantage, Dow-Jones Irwin, Homewood, 1L, 1989 2. Andersson, Bengt-Erik, and Stig-goran Nilsson, “Studies in the Reliability and Validity of the Critical Incident Technique,” Journal of Applied Psychology, 1964, Vol, 48, No 6: PP.398-403 3. Binter M. J. B. H. Booms and M. S. T. Treault, “The Service Encounter: Diagnosing Favorable and Unfavorable Incident,” Journal of Marketing, Vol.54, 1990, PP.71-84 4. Bither, M. J., “Servicescapes: The Impact of Physical Surroundings on Customers and Employees”, Journal of Marketing, Vol. 56, 1992, PP. 57-71. 5. Binter, M. J. B. H. Bomms and L. A. Mohr, “Critical Service Encounters: The Employee’s Viewpoint,” Journal of Marketing, Vol. 58, 1994, PP.95-106 6. Boy T. T. and M. Harvey, “Classification of Industrial Services”, Industrial Marketing Management, Vol. 26, 1997, PP. 291-300 7. Chase, R. B., “Where does the Customer Fit in a Service Operation”, Harvard Business Review, 56(6) 1978, PP.137-142 8. Davidow W. H. and B. Uttal, Total Customer Service: The Ultimate Weapon, Harper Collins Publishers, Inc. 9. Desatnick, R. L., Managing to keep the Customer, Boston, MA: Houghton Mifflin, 1988. 10. Flanagan, John. C, “The Critical Incident Technique,” Psychological Bulletin, Vol. 51, 1954, No.4. PP. 327-358 11. Folkes, V. S., “Consumer Reactions to Product Failure: An Attributional Approach,” Journal of Consumer Research, Vol. 10. 1984, PP.398-409. 12. Goodwin, C. and I. Ross, “Consumer Responses to Service Failures: Influence of Procedural and Interactional Fairness Perception,” Journal of Business Research, Vol.25, 1992, PP.149-163. 13. Hill, T. P., “On Goods and Services,” Review of Income and Wealth, 1977 PP.315-318. 14. Hoffman, K. D., Kelley, S. W. and Rotalsky, H. M., “Tracking Service Failures and Employee Recovery Efforts,” Journal of Service Marketing, Vol. 9, 1995, PP.49-61 15. Judd, J. M., “Universal Approach is Managing for Quality,” Quality Progress, 1986, PP. 19-24 16. Kelley, S. W. Hoffman K. D. and Davis M. A., “A Typology of Retail Failures and Recoveries, Journal of Retailing, Vol. 69, 1993. No.4, PP.429 17. Kelley S. W. and M. A. Davis, “Antecedents to Customer Expectations for service Recovery,” Journal of Academy of Marketing Science, Vol.22. No.1 1994, 52-61 18. Kurtz, D. L. and Clow, K. E., “Service Marketing,” John Wiley & Sons, inc. 19. Lovelock, C. H., “Classifying Service to Gain Strategy Marketing Insights,” Journal of Marketing, 1983, PP.44-50. 20. Mohr, L. A. and Bitner, M. J. “The Role of Employee Effort in Satisfaction with Service Transactions,” Journal of Business Research, Vol. 32, 1995, PP.239-52 21. Macmillan College Publishing Company, from retailing management, 4th edition, By Dale M. LeWison 1991 22. Parasuraman, A., Zeithaml, V. A. & Berry, L. L., “Delivering Quality Service”, The Free Press, Macmillan Inc., 1990, PP.89-109 23. Power, C., “Value Marketing: Quality, Service, Fair and Pricing are the keys to Selling the 90’s,” Business Week, 1991, 132-140 24. Reichheld, F. F. and Sasser. E. W., Jr., “Zero Defects. Quality Comes to Service,” Harvard Business Review, Vol.68, 1990, PP.105-11 25. Roman, William W. and Gary P. Iathan, “The Reliability and Validity of the Critical Incident Technique: A Closer look,” Studies in Personal Psychology, 1974 Vol. 6(1): PP.53-64 26. Sasser, W. E., Olsen, R. P. & Wyckoff, D. D., Management of Service Operations: Text and Cases, Boston: Allyn and Bacon. 1978. 27. Schlesinger, L. A. and J. L. Heskett, “Breaking the Cycle of Failure in Service,” Sloan Management Review, 1991, PP.17-28. 28. Shostack L. G., “Service Positioning Through Structural Change,” Journal of Marketing, 1987, Vol. 51(Jan): PP.33-43 29. Smith, R. & Huston, M., 1983, “Script-Based Evaluation of Satisfaction with Service,” in Berry, L. L. Shostack, G. L. & Upah, G. (eds.) Emerging Perspectives on Service Marketing, Chicago, American Marketing Association. 30. Smith, Ruth Ann, and Michael J. Houston, “A Psychometric Assessment of Measures of Scripts in Consumer Memory,” Journal of Consumer Research, Vol. 12, 1985, Sept. PP.214-224. 31. Smith. A. K. Bolton R. N., and Wagner J., “A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery.” Journal of Marketing Research, Vol. 36, No. 1, 1999, P.356-372 32. TARP, (Technical Assistance Research Program) 1980. 33. Thomas, San. R. E., “Strategy is Different in Service Business,” Harvard Business Review, 1978, July-Aug. 34. Travers, M. W. (1958), An Introduction to Educational Research, New York: Macmillan. 35. Viney, Linda L., “The Assessment of Psychological States Through Content Analysis of Verbal Communications,” Psychological Bulletin, 1983, Vol. 94(3), PP.542-563 36. Westbrook, R. A., “Sources of Consumer Satisfaction with Retail Outlets,” Journal of Retailing Vol. 57. No.3. 1981, PP.68-85