

Service Failure and Recovery in Tourism: A Study of CEM Approach

李淑儀、姚惠忠；張景旭

E-mail: 9607565@mail.dyu.edu.tw

ABSTRACT

The value of leisure traveling is increasing lately, however some mistake made in the process of service causes the customers negative emotions. This research is studying what kinds of service failure that tourism made by following customers viewpoint. After collecting fourteen customers complaining stories and using Subjective Sequential Incidents Technique (SSIT) to analysis those stories. The study discover that the SSIT analysis can prove that service failure has found out mistakes that travel agency had never notice. The conclusion is that SSIT can find out what causes the failure than CIT. Moreover, the work presents a concept framework with five kinds of classification, such as comprise cause affairs, recessive, the appropriate response, dramaturgy, and admonish to explained service failure.

Keywords : service failure ; service recovery ; customer experience management ; service blueprint ; dramaturgical theory ; subjective sequential incidents technique

Table of Contents

中文摘要	iii	英文摘要	iv	誌謝辭	v
內容目錄	v	表目錄	vi	圖目錄	viii
第一章 緒論	ix	第一節 研究背景與動機	1	第二節 研究目的	1
第二章 文獻探討	4	第一節 服務失誤	4	第二節 服務補救	11
第三章 研究方法	19	第三節 顧客經驗管理	11	第四節 服務遞送藍圖	17
第一節 研究設計	23	第五節 劇場理論	17	第二章 資料分析方法	24
第二節 與Bitner失誤構面比較分析	27	第三章 研究結果	25	第一節 主觀順序事件技術分析結果	27
第三節 與既有服務失誤文獻分類之比較分析	41	第一節 研究發現	49	第二節 管理意涵	53
第五章 結論與建議	49	第三節 研究限制與未來建議	54	參考文獻	56
附錄A 旅遊業SSIT表格	67	附錄B 旅遊業階段分類框架	73	附錄C 旅遊業顧客主觀服務遞送藍圖	79

REFERENCES

- 一、中文部份 Schmitt, Bernd H.(2004), 顧客經驗管理:天衣無縫的整合式顧客經營(顧淑馨譯), 台北:中國生產力中心, (原文於2003年出版)。 Goffman, E.(1992), 日常生活中的自我表演(徐江敏, 李姚軍譯), 台北:桂冠出版社, (原文於1975年出版)。 Carbone, Lewis P.(2005), 顧客經驗管理(許梅芳譯), 台北:台灣培生教育出版股份有限公司, (原文於2004年出版)。 Lovelock, Wirtz, & Keh(2003), 服務行銷:人員、科技及策略(方世榮, 江季芸編譯), 台北:華泰文化, (原文於2002年出版)。 中華民國旅行業品質保障協會(2006), 旅遊糾紛案例[旅遊糾紛案例統計表], 來源: <http://www.travel.org.tw/>。 交通部觀光局(2003), 觀光統計[觀光市場調查], 來源: <http://admin.taiwan.net.tw/indexc.asp>。 巫喜瑞, 梁榮達(2005), 餐飲服務業服務接觸要素對顧客反應之影響 - 劇場理論之觀點, 顧客滿意學刊, 1(2), 183-216。 杜富燕, 張基邦(2003), 服務業關係行銷發展之探討, 電子商務研究, 1(1), 93-112。 林隆儀, 賴錫昭(2005), 關係行銷在服務失誤與服務補救上對顧客滿意影響之研究 - 以航空業為例, 經濟情勢暨評論, 11(1), 150-178。 姚惠忠(2004), WHATS PR:公關基本教練(初版)。 台北:威肯公關顧問發行。 凌儀玲, 黃俊英(1998), 醫療服務接觸之劇場觀點, Hospital, 31(5), 33-42。 消費者文教基金會(2003), 消費新聞發佈, 來源: <http://www.consumers.org.tw/unit412.aspx?id=261>。 張景旭, 朱寶青, 范垂爐, 張馨華(2006), 服務失誤之引發事件與員工回應不當行為之研究 - 以顧客經驗管理為取向, 關係管理研究, (4), 89-110。 張景旭, 張馨華(2006), 服務經濟轉型下的「重要事件技術」爭議與對策:「主觀順序事件技術」之提出, 關係管理研究, (3), 49-76。 曹勝雄, 林慧玲(1998), 旅行社業務人員關係行銷之研究, 戶外遊憩研究, 11(4), 1-16。 楊政樺, 張新立(2005)。 以關鍵事件技術及劇場理論探討航空公司服務遞送滿意之研究 以臺港航線為例。運輸計劃季刊, 34(2), 261-292。 蔣大成, 林婉琳, 洪瑞敏(2004), 服務失誤與服務補救之探討 -

以服務業為例，品質月刊，40(11)，61-66。鄭紹成(1998)，服務失誤類型之探索性研究 - 零售服務業顧客觀點，管理評論，17(2)，25-43。鄭紹成(2006)，團體套裝旅遊服務失誤和服務補救期望之探索研究 - 兼以航空業和餐飲業驗證之，戶外遊憩研究，19(2)，33-61。鄭紹成，吳家傑(2003)，旅行社之服務失誤嚴重性、服務補救期望與顧客信任度關係之研究，觀光休閒暨餐旅產業永續經營學術研討會論文集(pp. 611-622)，台北:私立中國文化大學。鄭紹成，陳鈺達，黃仁俊(2006)，服務保證、價格與企業可信度對消費者購買意願之影響 - 以團體套裝旅遊業為例，旅遊管理研究，6(1)，83-100。二、英文部分 Anonymous(1996). Using organizational survey results to improve organizational performance. *The Journal of Services Marketing*, 10(5), 33-38. Barker, S., & Hartel, C. E. J. (2004). Intercultural service encounters: An exploratory study of customer experiences. *Cross Cultural Management*, 11(1), 3-14. Baum, Stephen H. (1990). Making your service blueprint pay off. *The Journal of Services Marketing*, 4(3), 45-52. Beecy, Robert E. Jr. (1999). Stop hurting the ones you love-applying customer-driven strategies. *Hospital Materiel Management Quarterly*, 21(2), 26-30. Bell, Chip R., & Zemke, Ron E.(1987). Service breakdown: The road to recovery. *Management Review*, 76(10), 32-35. Bitner, Mary Jo., Booms, Bernard H., & Tetreault, Mary Stanfield (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(January), 71-84. Bowen, D. (2001). Antecedents of consumer satisfaction and dissatisfaction(CS/D) on long-haul inclusive tours-a reality check on theoretical considerations. *Tourism Management*, 22(1), 49-61. Calhoun, J. (2001). Driving loyalty by managing the total customer experience. *Ivey Business Journal*, 65(6), 69-73. Chung, Beth G., & Hoffman, K. Douglas (1998, June). Critical incidents: Service failures that matter most. *Hotel and restaurant administration quarterly*(pp. 66-71), Cornell University. Cina, Craig (1990). Compomy study: Five steps to service excellence. *The Journal of Services Marketing*, 4(2), 39-47. Clarke, J., Denman, R., Hickman, G., & Slovak, J. (2001). Rural tourism in Ronnava Okres: A slovak case study. *Tourism Management*, 22(2), 193-202. Duffy, J. A. M., Miller, J. M., & Bexley, J. B. (2006). Banking customers ' varied reactions to service recovery strategies. *The International Journal of Bank Marketing*, 24(2/3), 112-131. Engel, Lee (1969). The moment of truth in management services. *Journal of Accountancy*, 127(000002), 33-37. Faulkner, B. (2001). Towards a framework for tourism disaster management. *Tourism Management*, 22(2), 135-147. File, K. M., Mack, J. L., & Prince, R. A. (1995). The effect of interactive marketing on commercial customer satisfaction in international financial markets. *The Journal of Business & Industrial Marketing*, 10(2), 69-78. File, Karen M., Judd, Ben B., & Prince, Russ Alan(1992). Interactive marketing: The influence of participation on pos. *The Journal of Services Marketing*, 6(4), 5-14. Firnstahl, T. W. (1989). My employees are my service guarantees, *Harvard Business Review*, 67(4), 28-32. Gadrey, Jean, & Gallouj, Faiz (1998). The provider-customer interface in business and professional services. *The Service Industries Journal*, 18(2), 1-15. Goodwin, C., & Ross, I. (1992). Consumer responses to service failures: Influence of procedural and interactional fairness perceptions. *Journal of Business Research*, 25(2), 149-154. Gronroos, Christian (1988). Service quality: the six criteria of good perceived service. *Review of Business*, 9(3), 10-13. Grove, R. P., Fisk, R.P., & Bitner, M. J. (1992). Dramatizing the service experience:A managerial approach. *Advances in Services Marketing and Management*, 1, 91-121. Grove, Stephen J., Fisk, Raymond P., & Dorsch, Michael J. (1998). Assessing the theatrical components of the service encounter: A cluster analysis examination, *The Service Industries Journal*, 18(July), 116-134. Halstead, D., Morash, E. A., & Ozment, J. (1996). Comparing objective service failures and subjective complaints: An investigation of domino and halo effect. *Journal of Business Research*, 36(3), 107-115. Harris, Richard., Harris, Kim, & Baron, Steve (2003). Theatrical service experiences: Dramatic script development with employees. *International Journal of Service Industry Management*, 14(2), 184-199. Hart, C. L., Heskett, J. L., & Sasser, W. E. (1990). The profitable art of service recovery. *Harvard Business Review*, 68(4), 148-156. Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work*. New York: John Wiley & Sons. Heung, V. C. S., & Chu, R. (2000). Important factors affecting Hong Kong consumer ' s choice of a travel agency for all-inclusive package tours. *Journal of Travel Research*, 39(Aug), 52-59. Hoffman, K. D., & Kelley, S. W. (2000). Perceived justice needs and recovery evaluation: A contingency approach. *European Journal of Marketing*, 34, 418-432. Holbrook, M. B. (1999). *Customer value-a framework for analysis and research*, London and New York: Routledge. Johnston, T.C., & Hewa, M. A. (1997). Fixing service failures. *Journal of Marketing Management*, 26, 467-473. Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *Journal of Marketing*, 59(2), 71-82. Kelley, S. W., & Davis, M. A. (1994). Antecedents to customer expectations for service recovery, *Journal of Academy of Marketing Science*, 22(1), 52-61. Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1993). A typology of retail failures and recoveries. *Journal of Retailing*, 69(4), 429-452. Kendrick, Terry, & Fletcher, Keith (2002). Addressing customer myopia: Strategic interactive marketing planning in a volatile business environment. *Journal of Database Management*, 9(3), 207-219. Kiska, J. (2002). *Customer experience management*. CMA Management, 76(7), 28-30. Kostera, Monika, & Kozminski, Andrzej K. (2001). Four theatres: Moral discourses in Polish management. *Management Learning*, 32(3), 321-343. LOfgren, Martin (2005). Winning at the first and second moments of truth: An exploratory study. *Managing Service Quality*, 15(1), 102-115. Meuter, M. L., Ostrom, A. L., Roundtree, R. I., & Bitner, M. J. (2000). Self-service technologies: Understanding customer satisfaction with technology-based service encounters. *Journal of Marketing*, 64(July), 50-64. Michel, Stefan (2004). Consequences of perceived acceptability of a bank ' s service failures. *Journal of Financial Services Marketing*, 8(4), 367-377. Mick, D. G., & Fournier, S. (2000). I can ' t get no satisfaction(without really knowing customer ' s experiences). *American Marketing Association. Conference Proceeding*, 11, 81-82. Mirvis, Philip H. (2005). Large group interventions: Change as theater. *The Journal of Applied Behavioral Science*, 41(1), 122-138. Oliva, R. A. (2000). ' Atomize ' yours customers ' experience. *Marketing Management*, 9(3), 54-57. Panteli, Niki, & Duncan, Elizabeth (2004). Trust and temporary virtual teams: Alternative explanations and dramaturgical relationships. *Information Technology & People*, 17(4), 423-441. Parasuraman A., Berry, L. L., & Zeithaml, V. A. (1991). Understanding customer expectation of service. *Sloan Management Review*, 32(3), 39-49. Peterson-Lewis, Sonja, & Bratton, Lisa M. (2004). Perceptions of " Action Black " among African American teens: Implications of racial dramaturgy for academic and social achievement. *The Urban Review*, 36(2), 81. Purcell, W., & Nicholas, S. (2001). Japanese tourism

investment in Australia: Entry choice, parent control and management practice. *Tourism Management*, 22(3), 245-257. Sleeper, B., Kay, D., & Udell, Jon (2003). Web services blueprint. *InfoWorld*, 25(47), 32-44. Smigel, Lloyd (2003). Grow your business by upgrading service quality. *Pest Control*, 71(10), 20. Stan, S., Evans, K. R., Stinson, J. L., & Wood, C. (2002). Critical customer experiences in professional business-to-business service exchanges: Impact on overall customer response to service providers. *American Marketing Association. Conference Proceedings*, 13, 113-114. Streeter, B., Bielski, L., & Valentine, L. (2005). Amid all the glitter, it still comes back to customer experience. *American Bankers Association. ABA Banking Journal*, 97(1), 49-52. Tax, Stephen S., & Brown, Stephen W. (1998). Service consumption criticality in failure recovery. *Journal of Business Research*. 41, 153-159. Terry, Larry D. (1997). Public administration and the theater metaphor: The public administrator as villain, hero, and innocent victim. *Public Administration Review*, 57(1), 53-61. Thomas, Wood Jr. (2002). Spectacular metaphors: From theatre to cinema. *Journal of Organizational Change Management*, 15(1), 11-20. Williams, Jacqueline A., & Anderson, Helen H. (2005). Engaging customers in service creation: A theater perspective. *The Journal of Services Marketing*, 19(1), 13-23. Zeithaml, Valarie A., & Bitner, Mary Jo (1996). *Service Marketing*. New York: McGraw-Hill. Zeithaml, Valarie A., Parasuraman, A., & Berry, Leonard L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: Free Press.