

學生對大葉大學選課服務失誤認知之研究：以顧客經驗管理觀點

蔡俊忠、姚惠忠

E-mail: 9701199@mail.dyu.edu.tw

摘要

服務失誤及服務補救是目前研究者相當重視的議題。本研究是探討學生對大葉大學選課服務失誤認知之研究，採用學者張景旭(2006)提出以出以主觀順序事件技術方法(Subjective Se-quential Incidents Technique, SSIT)，從學生主觀經驗的中去推演「主觀服務遞送藍圖」，從而研究主觀服務遞送藍圖中所產生的學校服務失誤。建置學生的選課主觀服務遞送藍圖共分為八個階段，分別為一、選課前狀況階段；二、查詢開課資訊階段；三、選課階段；四、上網確認選課是否有誤階段；五、選課爭議階段；六、上課階段；七、人工選課階段；八、申訴階段。本研究於個案故事中發現二個服務失誤氣點類型，分別為引發事件氣點及回應不當氣點。

關鍵詞：顧客經驗管理；主觀順序事件技術；服務失誤；服務補救

目錄

內容目錄 中文摘要	iii 英文摘要
iv 誌謝辭	v 內容目錄
vi 表目錄	viii 圖目錄
ix 第一章 緒論	1 第一節 研究背景與動機
1 第二節 研究目的	2 第三節 研究流程
3 第二章 文獻探討	4 第一節 顧客經驗管理
4 第二節 服務失誤	16 第三節 服務補救
20 第四節 服務遞送藍圖	22 第五節 服務品質
23 第三章 研究方法	27 第一節 研究設計
27 第二節 研究對象及資料收集	27 第三節 第一節 氣點分類架構
SSIT分析原則	29 第四章 研究分析與發現
氣點分類架構	32 第二節 選課主觀服務遞送藍圖階段分析
第三節 選課主觀服務遞送藍圖	43 第五章 結論與建議
第一節 結論	60 第二節 管理意涵
62 第三節 研究限制	66 第四節 後續研究者建議
66 參考文獻	67 附錄A 個案SSIT分析表
85 附錄B 個案階段聯集表	110 附錄C 階段聯集表(正式表格)
119	

參考文獻

參考文獻 一、中文部份 Carbone, Lewis P. (2005), 顧客經驗管理(許梅芳譯), 台北:台灣培生教育。吳萬益 (2000), 企業研究方法, 台北:華泰文化。周明宇 (1999), 關係行銷之社會文化構面探究, 大葉大學事業經營所未出版之碩士論文。林有得 (1993), 景園體驗之研究, 國立中興大學園藝研究所未出版之碩士論文。林佑珊 (2006), 關係利益、關係品質與顧客自發表現行為之關係研究-以國內航空公司為例, 國立嘉義大學休閒事業管理研究所未出版之碩士論文。姚惠忠 (2004), WHATS PR 公關基本教練, 台北:威肯公關。高惠秋 (2003), 服務品質與關係品質對服務價值之影響-以台北大型百貨公司為例, 真理大學管理科學研究所未出版之碩士論文。淺井慶三郎, 清水滋著, 謝森展譯(1989)。服務行銷管理, 台北:創意力。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, 第四屆關係管理學術研討會, 彰化:大葉大學。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, 第三屆關係管理學術研討會, 彰化:大葉大學。陳火庸(2006), 台鐵行車事故肇事因子之研究。逢甲大學工程與管理學系碩士班未出版之碩士論文。陳正男, 林素吟, 丁學勤(2005), 信任、承諾與其相關因素的關係:加盟體系的實證研究, 臺灣管理學刊, 5(2), 209-230. 陳正男, 曾倫崇, 陳妍蓉 (2005), 信任與投機主義之前置因素及其對承諾之影響, Marketing2005 台灣行銷研討會, 1-25. 黃珮婷 (2000), 顧客滿意度與顧客忠誠度之關係-交易成本理論觀點, 國立政治大學國際貿易學系碩士班未出版之碩士論文。楊綺紅 (2002), 多校區大學學生對學校服務品質之研究, 銘傳大學管理科學研究所未出版之碩士論文。劉惠慈 (2006), 建國科技大學學習資源服務品質與學生滿意度之研究, 大葉大學休閒事業管理學系碩士班未出版之碩士論文。鄭紹

成(1997) , 服務業服務失誤、挽回服務與顧客反應之研究 , 中國文化大學國際企業管理研究所未出版之博士論文。二、英文部份

Aderson, J. C. , & Narus, J. A. (1990). A Model of Distributor Firm and Manufacturer Firm Working Partnerships. *Journal of Marketing* , 54, 42-58.

Adrian Palmer, A. & Martin O'Neill (2003). The effects of perceptual processes on the measurement of service quality. *Journal of Services Marketing*, 17, 254.

Angus Laing, Gillian Hogg, & Dan Winkleman (2004). Healthcare and the information revolution: re-configuring the healthcare service. *Health Services Management Research*, 17(3), 188

Baker, T. L., Simpson, P. M., & Siguaw, J. A. (1999). The impact of suppliers' perceptions of reseller market orientation on key relationship constructs. *Journal of the Academy of Marketing Science*, 27, 50-57.

Barber, B. (1983). *The Logic and Limits of Trust*. New Brunswick, NJ: Rutgers University Press.

Barker, S., & Hartel, C. E. J. (2004). Intercultural service encounters: An exploratory study of customer experiences. *Cross Cultural Management*, 11(1), 3-14.

Barlow, J., & D. Maul (2000). *Emotional Value: Creating Strong Bonds With Your Customers*. Barrett-Koehler: San Francisco.

Bauer, H., Grether, M., & Leach, M. (2001). *Building Customer Trust over the Internet*. *Industrial Marketing Management*, 31, 155-163.

Bearden, W. O., & Teel, J. E. (1983). Selected determinants of consumer satisfaction and complaint reports. *Journal of Marketing Research*, 20, 21-28.

Berghall, S. (2003). *Perceptions of Daytime Business Relationships: In Search of The Social Psychological Basis of Interpersonal Relationship Perceptions In Socio-Economic Exchange Relationships*. *Journal of Marketing theory*, 3(1), 59-77.

Berry, L. L., Carbone, L. P., & Haeckel, S. H. (2002). Managing the total customer experience. *MIT Sloan Management Review*, 43(3), 85-89.

Bitner, M. J., Booms, B. M., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58(10), 95-106.

Bitner, M. J., Booms, B.M., & Tetreault, M. S. (1990). *The Service Encounter: Diagnosing Favorable and Unfavorable Incident*. *Journal of Marketing*, 54, 78-84.

Blau, P. (1964). *Human Capital*. New York: Columbia University Press.

Buell, W. P. (1984). *Marketing Management: A Strategic Planning Approach*, NY: McGraw-Hill.

Buttle, F. & Burton, J. (2002). Does service failure influence customer loyalty. *Journal of Consumer Behaviour*, 1(3), 217-227.

Cadotte, E. R., & Jenkinds, R. L. (1987). Exceptions and Norms in Models of Consumer Satisfaction. *Journal of Marketing Research*, 24, 305-314.

Calhoun, J. (2001). Driving loyalty by managing the total customer experience. *Ivey Business Journal*, 65(6), 69-73.

Carbone, L. P. (2004). How to keep customers coming back again and again. Christy, Richard ,Gordon Oliver, & Joe Penn (1996). *Relationship Marketing in Consumer Markets*. *Journal of Marketing Management*, 12, 175-187.

Churchill, Gilbert A. Jr., & Carol Surprenant (1982). An Investigation into the Determinants of Consumer Satisfaction. *Journal of Marketing Research*, 19, 491-504.

Cronin, J. J. Jr., & Taylor, S. A. (1992). Measuring Service Quality. A Reexamination and Extension. *Journal of Marketing*, 56, 55-68.

Dai, Y. D. (2002). Overall customer satisfaction, trust, and commitment in customer voluntary performance behaviors with travelers in lodging services. Doctoral dissertation, The Pennsylvania State University: University Park.

Dodds W. B. & Monroe K. B. (1985). The Effect of Brand and Price Information on subjective Product Evaluations. *Advances in Consumer Research*, 12, 87-90.

Dwyer, F, Robert , Paul H, Schurr & Sejo Oh (1987). Developing Buyer-Seller Relationship. Esgate, P. (2002). Pine and Gilmore stages a fourth think about experience. *Strategy & Leadership*, Chicago, 30(3), 47.

File, K. M., Judd, B. B. & Prince, R. A. (1992). Interactive marketing: The Influence of Participation on Post-Service Satisfaction. *Journal of Services Marketing*, 6(4), 5

Freeman, L. N. (2005). Extended marketing mix drives service delivery. *Ophthalmology Times*, 30(20); Trade & Industry, 106.

Ganesan, S. (1994). Determinants of long-term orientation in buyer-seller relationships. *Journal of Marketing*. Chicago: Apr, 58(2), 1-19.

Garbarino, E., & Johnson, M. S. (1999). The Different Roles of Satisfaction, Trust, and Commitment in Customer Relationships. *Journal of Marketing* , 63, 70-87.

Gilmore, J. H., & Ii, B. J. P. (2002). Customer experience places: The new offering frontier. *Strategy & Leadership*, 30(4), 4-11.

Goodwin, C., & Ross, I. (1992). Consumer responses to service failure: Influence of procedural and interactional fairness perception. *Journal of Business Research*, 25(16), 149-163.

Goran Svensson (2004). Interactive service quality in service encounters: empirical illustration and models. *Managing Service Quality*, 14(4), 278.

Gronroos, C. (1988). Service quality: The six criteria of good perceived service quality. *Review of Business*, 9(3), 10-13.

Gundlach, G. T., Achrol, R. S . & Mentzer, J. T. (1995). The Structure of Commitment in Exchange. *Journal of Marketing*, 59, 78-92.

Gwinner, K. P., Gremler, D. D., & Bitner, M. J. (1998). Relational Benefits in Services Industries: The Customer Perspective. *Journal of the Academy of Marketing Science*, 26(2) , 101-114.

Hart, C. W., Heskett, J. L., & Sasser, W. E. Jr. (1990). The profitable art of service recovery. *Harv Bus Rev*, 68(4), 148-156.

Hewett, K., & Bearden, W. O. (2001). Dependence, Trust, and Relational Behavior on the Part of Subsidiary Foreign Operations: Implications for Managing Global Marketing Programs. *Journal of Marketing*, 65(4), 51-66.

Holbrook, M. B. (1996). Customer value-A framework for analysis and research. *Advances in consumer research*, 23, 138-142.

Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings and fun. *Journal of Consumer Research*, 9, 132-140.

Holbrook, M. B. (1994). The nature of customer value: An axiology of service in the consumption experience. *Service Quality: New Directions in Theory and Practice*. by Roland T. Rust and Richard L. Oliver, eds. Thousand Oaks. CA: Sage Publications, 21-71.

Hunt, H. K. (1977). *Consumer Satisfaction/Dissatisfaction: Overview and Research Directions*. In *Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction*, ed. H. Keith Hunt, Cambridge. MA: Marketing Science Institute, 455-488.

Joy, Annamma & Sherry, John F. (2003). Speaking of art as embodied imagination : A multisensory approach to understanding aesthetic experience. *Journal of Consumer Research*, 30, 259.

Juran, J. M. (1989). Universal approach to managing for quality. *Executive Excellence*, 6(5), 15-17.

Kelley, S. W., Hoffman, K. D., & Davis, M. A. (1993). A typology of retail failures and recoveries. *Journal of Retailing*, 69(4), 429-452.

Kelly(1987). Freedom to be - A new sociology of leisure. New York: Macmillan.

Kim, K. (2001). On the Effects of Customer Conditions on Distributor Commitment and Supplier Commitment in Industrial Channels of Distribution. *Journal of Business Research*, 51(2), 87-99.

Kiska, J. (2002). Customer experience management. *CMA Management*, 76(7), 28-30.

Kolter, P. (1991). *Marketing Management Analysis, Planning, Implementation and Control*, 7th edition. Nj: Prentice Hall.

Kotler, P. (1997). *Marketing management: Analysis, planning, implementation, and control*(9th ed). Englewood Cliffs, NJ:Prentice Hall.

Kotler, P. (1999).

Marketing Management-Analysis, Planning, Implementation and Control, 10th edition. New Jersey: Prentice-Hall, 525-526. Kotler, P. (1999).

Marketing Management-Analysis ,Planning, Implementation and Control,9th edition, Englewood Cliffs. NJ, Prentice-Hall Inc. Lacko, J. M., McKernan, S. M., & Hastak, M. (2002). Customer experience with rent-to-own transactions. *Journal of Public Policy & Marketing*, 21(1), 126-138.

La, K. V. & Kandampully, J. (2004). Market oriented learning and customer value enhancement through service recovery management. *Managing Service Quality*, 14(5). Leuthesser, L. (1997). Supplier Relational Behavior: An Empirical Assessment. *International Journal of Purchasing and Materials Management*, 34, 24-37. Lewis, B. R., & Spyrkopoulos, S. (2001). Service failures and recovery in retail banking: the customers' perspective. *The International Journal of Bank Marketing*, Bradfo, 19(1). Lloyd, Smigel.(2003). Grow your business by upgrading service quality. *Pest Control*, 71(10), ABI / INFORM Trade&Industry, 20. Lin, C. P., Ding, C. G. (2005). Opening the black box: Assessing the mediating mechanism of relationship quality and the moderating effects of prior experience in ISP service. *International Journal of Services Industrial Management*, 16(1), 55. Lynn, Michael (2001). Restaurant tipping and service quality- A tenuous relationship. *Comell Hotel and Restaurant Administration Quarterly*, 42(1), 14. Martin L fgren (2005). Winning at the first and second moments of truth: an exploratory study. *Managing Service Quality*, 15(1), 102 Martin O Neill & Adrian Palmer (2001). Survey timing and consumer perceptions of service quality- An overview of empirical evidence; *Managing Service Quality*, 11(3), 182. Martin, W. B. (1986). Measuring and Improving Your Service Quality. *The Cornell Hotel and Restaurant Administration Quarterly*, 4(1). Mathwick, C., Malhotra N., & Rigdon E. (2001). Experiential alue: conceptualization, measurement and application in the catalog and Internet shopping environment. *Journal of Retailing*, 77, 39-56. Maxham, J. G.. (2001). Service Recovery's Influence on Consumer Satisfaction, Positive Word-of-mouth, and Purchase Intentions. *Journal of Business Research*, 54(1), 11-24.

McLuhan, R. (2000). GO live with a big brand experience. *Marketing*, London, 26, 45-46. Meuter, M. L., Ostrom A. L., Roundtree, R. I., & Binter, M. J. (2000). Self-service technologies: Understanding customer satisfaction with technology-based service encounters. *Journal of Marketing*, 64(3), 50-64. Meyer, J. P., & Allen, N. J.(1991). A three-component conceptualization of organization commitment. *Human Resource Management Review*, 1, 61-98. Mick, D. G., & Fournier, S. (2000). I can't get no satisfaction (without really knowing customers' experiences). *American Marketing Association Conference Proceeding*, 11, 81-82. Microsoft Windows XP (2001). <http://www.microsoft.com/taiwan/2001/0206.htm>.

Mohr, J., & Spekman, R. (1994). Characteristics of Partnership Success: Partnership Attributes Communication Behavior and Conflict Resolution Techniques. *Strategic Management Journal*, 15(2), 135-152. Monroe, K. B. (1991). Pricing-Marking Profitable Decision. New York.Mc Graw Hill.

Moorman, Christine, Deshpande , Rohit. & Zaltman, Gerald (1993). Factors Affecting Trust in Marketing Relationship , *Journal of Marketing*, 57,81-101. Morga, I., & Rao, J. (2003). Making routine customer experiences fun. *MIT Sloan Management Review*, 45(1), 93-96. Nicholson, C. Y., Compeau, L. D., & Sethi Rajesh (2001). The Role of Interpersonal Liking in Building Trust in Long-Term Channel Relationships. *Journal of the Academy of Marketing Science*, 29(1), 3-15. Norris, R.T.(1941). The theory of consumer's demand. New Haven, CT Yale University Press. Novak, T. P., Hoffman, D. L. & Yung. Y. F.(2000). Measuring the customer experience in online environments: A structural modeling approach. *Marketing Science*, 19(1), 22-42. Oliva, R. A.(2000). Atomize' your customers' experience. *Marketing Management*, 9(3), 54-57. Oliver, R. L. (1997). Satisfaction-A Behavioral Perspective On the Consumer. Mc Graw-Hill Companies. Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decision. *Journal of Marketing Research*, 17, 460-469. Ostrom, A. & Iacobuci, D. (1995). Consumer Trade-Offs and the Evaluation of Services. *Journal of Marketing*, 17-28. Palmer, A., & Bejou, D. (1994). Buyer-seller relationships A conceptual model and empirical investigation. *Journal of Marketing Management*, 10(6), 495-512. Parasuraman, A., Zeithaml, V. & Berry, L. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64, 12-40. Peter, J. P. & Olson, J. C.(1990). Consumer Behavior and Marketing Strategy, 5-6. Pine, B. J. & Gilmore, J. H. (1998) Welcome to the experience economy. *Harvard Business Review*, 76(4), 97-105. Pine, B. J. & Gilmore, J. H. (1999). The Experience Economy Work is Theatre and Every Business a Stage. MA:HBS Press. Boston. Ranaweera, C. & Prabhu, J. (2003). On the Relative Importance of Customer Satisfaction and Trust as Determinants of Customer Retention and Positive Word of Mouth. *Journal of Targeting Measurement and Analysis*,12(1) , 82-90. Rifkin(2001). The age of access The new culture of hypercapitalism - where all of life is a paid-for experience. J.P. Tarcher. Robinette, S., Brand, C. & Lenz, V. (2001). The Hallmark way of Winning Customers for Life. New York: Emotion Marketing Mc Graw-Hill. Rust, R. T., & Zahorik, A. J. (1993). Customer satisfaction customer retention and market share. *Journal of Retailing*, 69 , 193-215. Samsup, J.,Linda, C. H., & Brigitta, R. B.(2004). Organisation-public relationships : Measurement validation in a university setting. *Journal of Communication Management*, 9(1), 14. Schlesinger, L. A., & Heskett, J. L. (1991). Breaking the Cycle of Failure inServices. *Sloan Management Review*, 17-28. Schmitt, B. H. (1999). Experiential Marketing : How to Get Customers to Sense Feel Think Act and Relate to Your Company and Brands. New York : The Free Press. Schmitt, B. H.(2003). Customer care: Managing the experience, strengthening the business [Customer experience management]. *CMA Management*, 77(3), 6.

Sheth, J.N., Newman, B. I. & Gross, B. L. (1991). Consumption Values and Market Choices: Theory and Applications. South-Western Publishing Cincinnati OH. Shostack, G. L. (1985). Planning the service encounter, in the service encounter, ed. Czepiel, J. A., Solomon, M. R. & Surprenant, C.F., Lexington, M. A.: Lexington Books, 243-254. Sitkin, S. B. & Roth, N.(1993). Explaining the limited effectiveness of legalistic remedies for trust / distrust. *Organization Science* , 4(3), 367. Sivadas, E. & Dwyer, F. T. (2000). Examination of Organizational factors Influencing New Product Success in Internal and Alliance-Based Process. *Journal of Marketing* , 64(1), 31-49. Smith, A. K., Bolton, R.N., & Wagner, J. (1999). A Model of Customer Satisfaction with Service Encounters Involving Failure and Recovery. *Journal of Marketing Research*, 36(3), 356-372.

Spreng, R. A., Harrell, G. D. & Mackoy, R. D. (1995). Service recovery: Impact on satisfaction and intentions. *Journal of Service Management*, 9(1), 15-23. Sriram, Dasu J. R.(1999). Nature and determinants of customer expectations of service recovery in health care . *Quality*

Management in Health Care, 7(4). 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. Ameri-can Marketing Association. Conference Proceedings, 13, 113-114. Stefan, Michel (2004). Consequences of perceived acceptability of a bank's service failures. Journal of Financial Services Marketing, 8(4); 367. Stevens, T. & May, A. (2004). Improving Customer Experience Using Web Services. BT Technology Journal, 22(1), 63-71. Streeter, B., Bielski, L. & Valentine, L. (2005). Amid all the glitter, it still comes back to customer experience. ABA Banking Journal, 97(1), 49-52. Sue, V. H.(2004). How placed trust works in a service encounter. The Journal of Services Marketing, 18(1); 45. Swan, J. E., Trawick, I.F. & Silva, D.W. (1985). How industrial salepeo-ple gain customer trust. Industrial Marketing Management, 14 (3) , 203-211. Tateson, R. & Bonsma, E. (2003). ShoppingGarden -- Improving the Customer Experience with On-Line Catalogues. BT Technology Journal, 21(4), 84-91. Thomas, B. (2003). Marking Quality Customer Exoerience Real: How We Achieved New Heights in our Customer-Supplie Relationships. Quality Congress. Annual Quality Congress Proceedings. 57, 617-623. Wells, W. D. (1994). Disc very-Oriented Consumer Research. Journal of Consumer Research, 19 (4), 489-504. Westbrook, R. A. (1981). Sources of Consumer Satisfaction with Retail Outlets. Journal of Retailing, 57(3), 68. White, E., Behara, R. & Babbar, S. (2002). Mine customer experiences. Quality Progress, 35(7), 63-67. Wyner, G. A. (2000). Customer experience on the web. Marketing Man-agement, 9(4), 6-7. Yadav, M. S. & Monroe, K. B. (1993), How buyers perceive savings in a bundle price: an examination of a bundle's transaction value. Journal of Marketing Research, 30, 350-358. Yim, C. K., Gu,F. F., Chan, K. W. & Tse, D. K. (2003). Justice-based service recovery expectations: measurement and antecedents. Journal of Consumer Satisfaction, Dissatisfaction and Complain-ing Behavior; 16. Zaheer, A., McEvily, B. & Perrone, V.(1998). The stregic value of buyer-supplier relationships. International Journal of Purchasing and Materials Managemen, 34(3), 20.