

# Service Failure and Service Recovery in Hairdressing Service-Oriented with the Customer Experience Management

蔣禮倫、張景旭

E-mail: 9701491@mail.dyu.edu.tw

## ABSTRACT

Recently, hairdressing service has been the most popular industry because of better customer experience, 3C communication technology and fashion approach. All of them care about brand images and service quality to reduce the service failure to provide the best service quality and relationship between service provider and customer whatever small hairdressing studio or chain system. Customer experience, interaction processes and development of service process are the three elements in researching service failure. "SSIT" (Subjective Sequential Incidents Technique, Chin-Hsu Chang and Pao-Chin Chu, 2006) is implicated in paper to explore the key point of customer's angry emotion and the type of service failures. We hope to develop a better hairdressing service recovery and subjective service delivery blueprint on customer experience management.

Keywords: Hairdressing Service; Service Failure; Service Recovery; subjective sequential incidents technique, SSIT; Customer-Experience Management; service delivery blueprint

## Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 第一章 緒論	
1 第一節 研究背景與動機	1	1 第二節 研究問題與目的	1
3 第二章 文獻探討	5	5 第一節 服務失誤	5
5 第二節 服務補救	15	15 第三節 顧客經驗管理	15
20 第四節 服務遞送藍圖	25	25 第三章 研究方法	25
28 第一節 研究流程	28	28 第二節 研究對象	28
29 第三節 資料分析	31	31 第四章 研究發現	31
43 第一節 美髮服務業主觀服務遞送藍圖	43	43 第二節 管理意函	43
73 第三節 與Bitner五大構面分析比較	85	85 第五章 結論與建議	85
92 第一節 研究限制與建議	92	92 第二節	92
92 第三節 總結	98	98 參考文獻	98
100 附錄 美髮業服務失誤SSIT分析表	106		106

## REFERENCES

- 參考文獻 一、中文部份 行政院主計處(2007), 中華民國職業標準分類[線上資料], 來源: <http://www.stat.gov.tw>[2007, September 3]。凌儀玲(2004), 服務補救二次滿意之研究, 管理學報, 22, 449-465。張景旭, 朱寶青, 張馨華, 范垂爐(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, 朱寶青, 陳佳欣(2007), 化妝品零售業的服務失誤之研究-以顧客經驗管理觀點探討, 關係管理研究, 5, 33-54。游照玉(2002), 美容經營與行銷, 台北:華立圖書股份有限公司。王淑珍, 牟安妮(2003), 美容經營與行銷, 台北:華龍騰文化事業股份有限公司。王淑珍, 牟安妮(2004), 美容經營與行銷, 台北:龍騰文化事業股份有限公司。王淑珍(2007), 美容經營與行銷 教師手冊, 台北:龍騰文化事業股份有限公司。凌儀玲(2000), 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未出版之博碩士論文。洪瑞敏(2001), 科技介入服務接觸之研究-以美髮業為例, 國立中山大學企業管理學系研究所未出版碩士論文, 78-81。沈國琛(2007), 醫療業服務失誤與服務補救:顧客經驗管理趨向之研究, 私立大葉大學人力資源暨公共關係研究所未出版之碩士論文, 32-47。鄧瑞祥(2006), 美容美髮業消費者生氣故事之生氣歷程模式探討-關鍵事件分析法與敘說分析法之比較, 私立大葉大學人力資源暨公共關係研究所未出版之碩士論文, 123-136。二、英文部分 Anna, S. Mattila (2001). The effectiveness of service recovery in a multi-industry setting. The Journal of Services Marketin, 15(6), 583. Anonymous (2006, Jun). Recovering from service failure. Strategic Direction, 22 (6), 37. Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. Journal of Marketing, 58(10), 95-106. Catherine, Liston-Heyes., & Elena, Neokleous (2000, Jun). Gender-based pricing in the hairdressing industry. Journal of Consumer Policy, 23(2), 107. Charlene, Pleger Bebeko (2001). Service encounter problems: Which service

providers are more likely to be bl. *The Journal of Services Marketing*, 15(6), 480. Cheng-Ping Chang (2006, Dec). A Human Resource Management Model for the Hair Salon Industry' Part-timers. *The Business Review*, Cambridge, 6(2), 277. David, Gilbert., & Fiona, Sumner (2004). The current use of market-ing in UK retailing. *International Journal of Retail & Distribu-tion Management*, 32(4), 242. David, Schlocker (2004, Jan). Secret Service: Hidden Systems That Deliver Unforgettable Customer Service. *Journal of Applied Management and Entrepreneurship*, 9(1), 159. Dibb, Sally. & Simkin, Lyndon (1993). The strength of branding and positioning in services. *International Journal of Service Indus-try Management*, 4(1), 25. Eileen, Fischer., Brenda, Gainer., & Julia Bristol (1997, Fall). The sex of the service provider: Does it influence perceptions of service qu. *Journal of Retailing*, 73(3), 361. Erffmeyer, Robert C., Russ, K. Randall., & Hair, Joseph F., Jr. (1991, Winter). Needs Assessment and Evaluation in Sales-Training Programs. *The Journal of Personal Selling & Sales Manage-ment*, 11(1), 17. Hoffman, K. D., Kelly, S. W., & Rotalsky, H. M. (1995). Tracking Service Failures and Employee Recovery Efforts. *Journal of Service Marketing*, 9(2), 49-61. Hart, C. W. L., Heskett, J. L., & Sasser, W. E. Jr. (1990). The profitable art of service recovery. *Harvard Business Review*, 68(4), 148-57. Hubbert, Amy R., Sehorn, Annette Garcia., & Brown, Stephen W.(1995). Service expectations: The consumer versus the pro-vider. *International Journal of Service Industry Management*, 6(1), 6. Jiju, Antony (2006). Six sigma for service processes. *Business Proc-ess Management Journal*, 12(2), 234. Jochen, Wirtz., & Anna, S. Mattila (2004). Consumer responses to compensation, speed of recovery and apology after a ser. In-ternational Journal of Service Industry Management, 15(2), 150. Kathy, B. Baumgartner., Jonathan, M. Samet., David, B. Coultas., & Christine, A. Stidl (2000, Aug). Occupational and Environ-mental Risk Factors for Idiopathic Pulmonary Fibrosis. *Amer-ican Journal of Epidemiology*, 152(4), 307. Keaveney, S. M. (1995). Customer switching behavior in service in-dustries: an esploratory study. *Journal of Marketing*, 59(2), 71-89. Kelly, S. W., Hoffman, K. D., & Davis, M. (1993). A Typology of Retail Failures and Recoveries. *Journal of Retailing*, 69, 429-452. Ken, Butcher., Beverley, Sparks., & Frances, O'Callaghan (2002). Effect of social influence on repurchase intentions. *The Jour-nal of Services Marketing*, 16(6), 503. Liliana, L. Bove., & Nichola, L. Robertson (2005). Exploring the role of relationship variables in predicting customer voice to a ser-vice worker. *Department of Management*, 83-97. Mattila, A. S. (2001a). The impact of relationship type on customer loyalty in a context of service failures. *Journal of Service Re-search*, 4(2), 91-101. Mattila, A. S. (2001b). The effectiveness of service recovery in a multi-industry setting. *Journal of Services Marketing*, 15(7), 583-96. Michel, S. (2001). Analyzing service failures and recoveries: a process approach. *International Journal of Service Industry Management*, 12(11), 20-33. Naylor, G., & Frank, K. E. (2000). The impact of retail sales force responsiveness of consumers ' perceptions of value. *Journal of services marketing*, 14(4), 310-322. Patrick, McCole (2004). Dealing with complaints in services. *Inter-national Journal of Contemporary Hospitality Management*, 16(6), 345 Robert, Moore., Melissa, L. Moore., & Michael, Capella (2005). The impact of customer-to-customer interactions in a high personal contact se. *The Journal of Services Marketing*, 19(6), 482. Robin, A. Coulter., & Mark, Ligas (2004). A typology of cus-tomer-service provider relationships: the role of relation. *The Journal of Services Marketing*, 18(6), 482. Rock, Stuart (1988, Jan). Hairdressing's New Wave Business Style. *Director*, 41(6), 73. Sam, Dias., David, Pihlens., & Lorena, Ricci (2002, Mar). Under-standing the drivers of customer value: The fusion of macro and micromo. *Journal of Targeting, Measurement and Analysis for Marketing*, 10(3), 269. Seigyoung, Auh (2005). The effects of soft and hard service attrib-utes on loyalty: the mediating rol. *The Journal of Services Marketing*, 19(2), 81. Sprohge, Hans., & Talbott, John (1990, Aug). How Contribution Margin Analysis Helped Andre's Salon. *Journal of Accoun-tancy*, 170(2), 110 Smith, A. K., Bolton, R. N. & Wagner, J. (1999). A model of cus-tomer satisfaction with service encounters involving failure and recovery. *Journal of Marketing Research*, 136(3), 356-72. Spreng, R. A., MacKenzie, S. B., & Olshavsky, R. W. (1996, July). A reexamination of the determinants of consumer satisfaction. *Journal of Marketing*, 60, 15-32. Terri, Shapiro., & Jennifer, Nieman-Gonder (2006). Effect of com-munication mode in justice-based service recovery. *Managing Service Quality*, 16(2), 124. Tax, S. S., Brown, S. W., & Chandrashekar, M. (1998, April). Customer evaluations of service complaint experiences: impli-cations for relationship marketing. *Journal of Marketing*, 62, 60-76. Westbrook, R. A. (1981). Sources of Consumer Satisfaction with Retail Outlets. *Journal of Retailing*, 57(3), 68-85.