

Service Failure and Service Recovery on Restaurant in Busy Season: An Analysis of Subjective Sequential Incidents Techni

陳文義、張景旭

E-mail: 9707866@mail.dyu.edu.tw

ABSTRACT

In the academic world, the subjects of service failure and service recovery are researched usually by analyzing the method of Critical Incident Technique. Its concept is collected by analyzing the whole story provided by the interviewees. For each story only one analytical concept is collected. The analysis of this research is by the method of Subjective Sequential Incidents Technique. Its concept is collected by analyzing the experience of incremental negative emotion from the customers of the consumption stories and moreover a lot of individual or relevant analytical concepts are collected from the same story. In this research, by analyzing the cases of restaurant in busy season by the method of SSIT, we 've found out six main anger points that causing the service failure, i.e. anger points of raised event, anger points of improper response, anger points of invisibility, anger points of secret reconnaissance, anger points of remedy and anger points of prompt. Furthermore we 've done the following: 1. Comparing the types of service failure analyzed by Simple inductive Method with that of researching from the literatures. 2. Analyzing the types of module of service failure by Ideal Analysis for exploring the types of Process Remedy.

Keywords : service failure ; service recovery ; busy season

Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	v
. vi 表目錄		viii 圖目錄	viii
. . . ix 第一章 緒論	1	第一節 研究背景與動機	1
. . . . 1 第二節 研究目的	5	第三節 研究流程	5
. . . . 6 第二章 文獻探討	8	第一節 服務的定義與特性	8
. 8 第二節 服務接觸	9	第三節 顧客經驗管理	9
. 12 第四節 服務失誤與服務補救	15	第五節 旺季探討	15
. 24 第三章 研究方法	32	第一節 以主觀順序事件技術方法進行消費故事分析	32
. 38 第二節 研究設計	33	第四章 資料分析與發現	33
析與結果	39	第一節 氣點建構SSIT分析	38
. 77 第一節 研究結論	77	第二節 純粹歸納法分析	38
建議	81	第三章 理想型方法分析與結果	53
逐字稿	94	第一節 研究結論	77
氣點聯集表	104	第二節 研究建議	81
錄E 模組副階段聯集表	112	參考文獻	83
		附錄A 訪談	98
		附錄B SSIT分析	98
		附錄C	98
		附錄D 氣點標籤表	106
		附錄E	106

REFERENCES

- 一、中文部份 Pine, B. J., & Gilmore, J. H. (2003), 體驗經濟時代(夏業良, 魯煒譯), 台北市:城邦文化, (原文於1999年出版)。 Schmitt, H. B. (2004), 顧客經驗管理(顧淑馨譯), 台北:中國生產力中心, (原文於2001年出版)。 工商及服務業普查中華民國行業標準分類(2001), 行政院主計處[線上資料], 來源: <http://www.dgbas.gov.tw/public/Attachm-ent/513110191371.doc> [2008, May 9]。 江惠如(1995), 等待設計及其排法之研究, 靜宜大學管理科學研究所未出版之碩士論文。 杉本辰夫(1996), 事業、營業、服務的品質管制(盧淵源譯), 台北:中興管理顧問公司, (原文於1986年出版)。 林珣秀, 黃文翰, 黃毓伶(2003), 服務失誤與服務補救之類型研究 - 以台灣地區之餐廳為例, 觀光研究學報, 9(1), 39-58。 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, 111-139。 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。 郭德寶(2004), 使用認知腳本方法來評量專業服務的傳遞過程:正式西餐廳之實證研究, 產業管理學報, 5(2), 411-430。 陳信堂(2003), 產業結構下政府就業服務制度與策略之探討, 東海大學管理碩士在職專班未出版之碩士論文。 陳淑莉

董雅慧, 何念軒(2005), 新竹地區休閒民宿經營發展之調查研究, 台灣地方鄉鎮觀光產業發展與前瞻學術研討會論文集(pp. 84-98), 台北:景文科技大學旅運管理系。陳曉菁(2001), 服務接觸技術與顧客互動品質關係之研究 - 以銀行服務為例, 國立高雄第一科技大學行銷與流通管理系未出版之碩士論文。黃蔚萱(2006), 國際觀光旅館國人住宿需求季節性之研究, 朝陽科技大學休閒事業管理系未出版之碩士論文。2008年第1季工商企業經營概況季調查(2008), 經濟部統計處[線上資料], 來源: <http://2k3dmz2.moea.gov.tw/GNWEB/news/hot.files/gnHot147.doc> [2008, April 9]。廖瑞金(2006), 遊客舒適度、感受價值與忠誠度之關係 - 以清境農場地區民宿業者為例, 國立嘉義大學農學院林業暨自然資源研究所未出版之碩士論文。劉宗其, 李奇勳, 黃吉村, 渥頓(2001), 服務失誤類型、補償措施與再惠顧率之探索性研究 - 以CIT法應用於餐飲業為例, 管理評論, 20(1), 65-97。蔡宜娟(2005), 考慮淡季及旺季需求之產能分配, 國立交通大學工業工程與管理學系未出版之碩士論文。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。顏嘉禾(2002), 澎湖聯外航空運輸問題之研究, 國立成功大學交通管理科學研究所未出版之碩士論文。關復勇(1998), 專業服務接觸中關係品質知覺之研究, 國立中山大學企業管理研究所未出版之博士論文。蘇瑋婷(2005), 考慮外包價格及彈性之產能規劃, 國立交通大學工業工程與管理學系未出版之碩士論文。

二、英文部份

Averill, J. R. (1973). Personal Control Over Aversive Stimuli and Its Relationship to Stress. *Psychological Bulletin*, 80(4), 286-303.

Bateson, J. E. G. (1985). Perceived Control and the Service Encounter. In J. A. Czepliel, M. R. Solomon, & C. F. Surprenant (Eds.), *The Service Encounter: Managing Employee/ Customer Interaction in Service Business* (pp. 67-82). MA: Lexington Books.

Bell, C. R., & Zemke, R. E. (1987). Service Breakdown: The Road to Recovery. *Management Review*, 76(10), 32-35.

Bitner, M. J., Bernard, H. B., & Lois, A. M. (1994). Critical Service Encounters: The Employee's View. *Journal of Marketing*, 58 (October), 95-106.

Bitner, M. J. (1990). Evaluating Service Encounter: The Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*, 54(April), 69-82.

Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The Service Encounter: Diagnosing Favorable and Unfavorable Incidents. *Journal of Marketing*, 54(January), 71-84.

Bitner, M. J., Meuter, L. M., Ostrom, A. L., & Roundtree, R. I. (2000). Self-Service Technologies: Understanding Customer Satisfaction with Technology-Based Service Encounters. *Journal of Marketing*, 64(July), 50-64.

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

Davis, M. M., & Heineke, J. (1993). Understanding Roles of the Customer and the Operation for Better Queue Management. *International Journal of Operations and Production Management*, 9, 21-34.

DeCharms, R. (1968). *Personal Causation*. NY: Academic Press.

Eiglier, P., & Langeard, E. (1977). *Service as Systems: Marketing Implications*. Cambridge, MA: Marketing Science.

Fitzsimmons, J. A., & Fitzsimmons, M. J. (1994). *Service management for competitive advantage*. NY: McGraw-Hill.

Flanagan, J. C. (1954). The Critical Incident Technique. *Psychological Bulletin*, 51(July), 327-358.

Freedman, L. (2001). Closing the Contact Center Quality Loop with Customer Experience Management. *Customer Interaction Solutions*, 19(9), 64-66.

Gilly, M. C. (1987). Post Complaint Processes: From Organizational Response to Repurchase Behavior. *Journal of Consumer Affairs*, 21(4), 293-313.

Goodwin, C., & Ross, I. (1992). Consumer Responses to Service Failures: Influence of Procedural and Interactional Fairness Perception. *Journal of Business Research*, 25(16), 149-154.

Gronroos, C. (1988). Service Quality: The Six Criteria Of Good Perceived Service Quality. *Review of Business*, 9, 10-13.

Grove, S. J., & Fisk, R. P. (1983). *The Dramaturgy of Services Exchange: An Analytical Framework for Services Marketing*. Chicago: American Marketing Association.

Grove, S. J., & Fisk, R. P. (1992). *The Service Experience as Theater: in Advances Consumer Research*. UT: Association for Consumer Research.

Hart, C. W. L., Heskett, J. L., & Sasser, W. E. (1990). The profitable Art of Service Recovery. *Harvard Business Review*, 68(4), 148-156.

Haynes, P. J. (1990). Hating to wait: managing the service final service encounter. *The Journal of Service Marketing*, 4(4), 20-26.

Higie, R. A., & Feick, L. F. (1989). Enduring Involvement: Conceptual and Measurement Issue. *Advances in Consumer Research*, 3(16), 690-696.

Hirschman, C. (2004). HR's BUSY SEASON. *HR Magazine*, 49(12), 56-61.

Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (1995). Tracking Service Failures and Employee Recovery Efforts. *Journal of Service Marketing*, 9(2), 49-61.

Holbrook, M. B. (1996). Customer Value-A Framework for Analysis and Research. *Advances in Consumer Research*, 23, 138-142.

Hornik, J. (1984). Subjective vs. objective time measures: a note on the perception of time in consumer behavior. *Journal of Consumer Research*, 11(June), 615-618.

Horzewski, A. (2001). Unlock Your Customer Interaction Potential. *ABA Banking Journal*, December, 14-18.

Jones, P., & Dent, M. (1994). Improving service: Managing response time in Hospitality operations. *International Journal of Operations & Production Management*, 14(5), 52-58.

Juran, J. M. (1986). Universal Approach to Managing for Quality. *Quality Progress*, 19(8), 19-24.

Katz, K. L., Larson, B. M., & Larson, R. C. (1991). Prescription for the waiting-in-line blues: Entertain, enlighten, and engage. *Sloan Management Review*, 32(Winter), 44-53.

Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *Journal of Marketing*, 59(April), 71-82.

Kelley, J. M., Hoffman, K. D., & Davis, M. A. (1993). A Typology of Retail Failures and Recoveries. *Journal of Retailing*, 69(4), 429-452.

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

Kotler, P. (1991). *Market Management Analysis, Planning and Control*. NJ: Prentice-Hall.

Larson, R. C. (1987). Perspectives on Queues: Social Justice and Psychology of Queuing. *Operations Research*, 35, 895-905.

Levesque, T. J., & McDougall, G. H. G. (2000). Service Problems and Recovery Strategies: An Experiment. *Canadian Journal of Administrative Sciences*, 17(1), 20-37.

Lockwood, A., & Jones, P. (1989). Creating Positive Service Encounters. *The Cornell H. R. A. Quarterly*, 29(4), 44-50.

Maister, D. H. (1985). *The psychology of waiting lines*. MA: Lexington Books.

Maxham III, J. G., & Netemeyer, R. G. (2001). A Longitudinal Study of Complaining Customers' Evaluations of Multiple Service Failures and Recovery Efforts. *Journal of Marketing*, 66(4), 57-71.

Mills, R. T., & David, S. K. (1979). Information, Choice and Reactions to Stress: A Field Experiment in a Blood Bank with Laboratory Analogue. *Journal of Personality and Social Psychology*, 37(4), 608-20.

Murdick, R. G., Render, B., & Russell, R. S. (1990). *Service Operations Management*. Boston: Allyn and Bacon.

Naumann, S., & Miles, J. (2001). Managing Patients' Perceptions. *Journal of Management in Medicine*, 15(5), 376-386.

Osborne, J. E. (1996). Busy season-are you ready?. *CPA Journal*, 66(10), 28.

Pearce, P. L. (1997). Towards the better management of tourist queues. *Managing Tourism*, 60(6), 215-223.

Plymire, J. (1991). Complaints as opportunities. *The Journal of Services Marketing*, 8(2), 39-43. Power, C. (1992). Smart selling: How companies are winning over today ' s tougher customer. *Business Week*, 3277(3), 46-52. Pruyn, A., & Smidits, A. (1998). Effects of Waiting on the Satisfaction with the Service: Beyond Objective Time Measures. *International Journal of Research in Marketing*, 15(4), 321-334. Schmitt, B. H. (2003). Customer care: Managing the experience, strengthening the business Customer experience management. *CMA Management*, 77(3), 6-8. Shostack, G. L. (1985). *Planning the Service Encounter*. MA: Lexington Books. Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A Role Theory Perspective on Dyadic Interactions: The Service Encounter. *Journal of Marketing*, 49(4), 99-111. Strauss, J., & Frost, R. (2001). *E-Marketing*. NJ: Prentice Hall. Suprenant, C. F., & Solomon, M. R. (1987). Predictability and Personalization in the Service Encounter. *Journal of Marketing*, 51(April), 73-80. Sweeney, J. T., & Summers, S. L. (2002). The Effect of the Busy Season workload on Public Accountants ' Job Burnout. *Behavioral Research in Accounting*, 14, 223. Tax, S. S., & Brown, S. W. (1998). Recovering and learning from service failure. *Sloan Management Review*, 40(1), 75-88. Taylor, S. (1994). Waiting for Service: the Relationship Between Delays and Evaluations of Service. *Journal of Marketing*, 58(April), 56-69. Taylor, S. (1995). The Effects of Filled Waiting Time and Service Provider Control over the Delay on Evaluations of Service. *Journal of the academy of Marketing Science*, 23(1), 38-48. Woodruff, R. B., & Gardial, S. F. (1996). Understanding value and satisfaction from the customer ' s point of view. *Survey of Business*, 29, 34-40.