

顧客經驗線索分類框架之研究：正面消費故事的質性分析

劉大維、張景旭

E-mail: 9707878@mail.dyu.edu.tw

摘要

具有高度人際接觸特性的餐飲業，開始從生產者導向的管理層面轉變成為消費者導向。然而，服務工作者如何在服務過程中透過舞台進行表演，使顧客留下深刻的印象並且創造顧客再次上門消費的意願就變的非常重要。本研究採取主觀順序事件技術(Subjective Sequential Incidents Technique, SSIT)方法(張景旭，張馨華，2006；張景旭，朱寶青，范垂爐，張馨華，2006)，其技術所設定出的階段完全遵循消費者的全面經驗，可以補抓顧客在消費過程中的情緒性線索。本研究根據十四個餐飲業案例，建構出消費者的九個主觀遞送藍圖，分別為一、搜尋與決策階段；二、門口印象階段；三、進門等待階段；四、帶位階段；五、入座後階段；六、點餐階段；七、第一次送餐階段；八、用餐及後續送餐階段；九、臨別結帳階段。並且找出四個劇場(舞台式劇場、搭配式劇場、街頭式劇場以及即興式劇場)的舞臺路徑。

關鍵詞：主觀順序事件技術；總體顧客經驗；線索管理；戲劇論；顧客經驗管理；體驗經濟

目錄

中文摘要	iii	英文摘要
iv 誌謝辭	v	內容目錄
. vi 表目錄	vii	第一章 緒論
. 1 第一節 研究背景與動機	1	第二節 研究問題
. 3 第二章 文獻探討	5	第一節 劇場理論
. 5 第二節 顧客經驗管理	7	第三節 餐飲業服務環境管理
. 22 第三章 研究方法	29	第一節 研究對象
. 29 第二節 SSIT分析方法	30	第四章 研究結果
. 36 第一節 分析表格說明	29	第二節 餐飲業主觀服務
遞送藍圖	29	第三節 餐飲業表演焦點之比較
. 51 第一節 研究發現	29	第五章 結論與建議
涵	54	第二節 管理意
. 56 第三節 研究限制與建議	57	第五節 參考文獻
	57	

參考文獻

- 一、中文部分 Pine, B. Joseph, & Gilmore, J. H. (2003). 體驗經濟時代(夏業良，魯煒譯)，台北:經濟新潮社，(原文於2002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)。 Mitchell, J. (2004). 擁抱你的顧客(符玉梅譯)，台北:小知堂出版社，(原文於2003年出版)。 Carbone, L. P. (2005). 顧客經驗管理(許梅芳譯)，台北:培生教育出版集團，(原文於2004年出版)。 Schmitt, B. H. (2000). 體驗行銷(王育英譯)，台北:經典傳訊出版社，(原文於1999年出版)。 行政院主計處(2008)，國民生產毛額統計[線上資料]，來源: <http://www.stat.gov.tw/ct.asp?xItem=11978&CtNode=493> [2007, December 2] 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。 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。 蔣禮倫(2008)，美髮服務業服務失誤與服務補救 顧客經驗管理取向之研究，私立大葉大學人力資源暨公共關係學系碩士在職專班未出版論文，1-35。 鄭錚錚(2007)，網路購物服務失誤與服務補救:自覺控制感取向之研究，私立大葉大學人力資源暨公共關係學系碩士在職專班未出版論文，65-78。 蔡志健(2006)，依據劇場理論探討西餐廳標準服務作業程序對顧客滿意度之影響 以高雄市Pasadena西餐廳為例，國立高雄餐旅學院餐旅管理研究所未出版之碩士論文，9-51。 謝銘佩(2005)，服務接觸中服務後場可視化與消費者知覺價值關係之研究，國立中山大學企業管理學系研究所未出版之碩士論文，25-36。 二、英文部分 Arnould, E. J., & Price, L. L. (1993). River magic: Extraordinary experience and the extended service encounter. *Journal of Consumer Research*, 20(1), 24. Anna, S. M., & Jochen, W. (2006). Arousal expectations and service evaluations. *International Journal of Service Industry Management*, 17(3), 229-244. Andrus, D. (1986). Office atmospherics and dental service satisfaction. *Journal of Professional Services Marketing*, 1(4), 77-85. Andersson T. D., & Mossberg, L. (2004). The dining experience: Do restaurants satisfy customer needs?. *Food Service Technology*, 4(1), 7-171. Areni, C. S. (2003). Exploring managers' implicit theories of atmospheric music: comparing academic analysis to industry insight. *Journal of Services Marketing*, 17(4), 85-161. Berry, L. L., Carbone, L. P., &

Haeckel, S. H. (2002). Managing the Total Customer Experience. *MIT Sloan Management Review*, 43(3), 85-89. Babin, B. J., & Attaway, J. S. (2000). Atmospheric affect as a tool for creating value and gaining share of customer. *Journal of Business Research*, 49(2), 9-91. Bellizzi, J. A., & Hite, R. E. (1992). Environment color, consumer feelings and purchase likelihood. *Psychology & Marketing*, 9(3), 63-347. Bojanic, D. C., & Rosen, D. L. (1994). Measuring service quality in restaurants: an application of the SERVQUAL instrument. *Hospitality Research Journal*, 18(1), 3-14. Breckler, S. J., & Wiggins, E. C. (1984). Cognitive Response Persuasion: Affective and Evaluative Determinants? . *Journal of Experimental Social Psychology*, 27(1), 180-220. Buchanan, R. (1980). What is the 'new breed' of manager?. *Food Service Marketing*, 42(3), 4-61. Cardozo, R. N. (1965). An experimental study of customer effort, expectation, and satisfaction. *Journal of Marketing Research*, 2(4), 244-249. Chase, R. B., & Dasu, S. (2001). Want to perfect your company's service? Use behavioral science. *Harvard Business Review*, 79(6), 78-84. Calhoun, J. (2001). Driving loyalty by managing the total customer experience. *Ivey Business Journal*, 65(6), 69-73. Churchill, G. A., & Surprenant, C. (1982). An investigation into the determinants of customer satisfaction. *Journal of Marketing*, 19(4), 491-504. Cronin, J. J., & Taylor, S. (1992). Measuring service quality: A re-examination and extension. *Journal of Marketing*, 56(3), 55-69. Claire, G. C. & Pierre, F. (1993). Interactive effects of musical and visual cues on time perception: An application to waiting lines in banks. *Perceptual and Motor Skills*, 77(3), 995-1020. Dev, C. S., & Ellis, B. (1991). Guest Histories: An untapped service resource. *The Cornell Hotel and Restaurant Quarterly*, 32(2), 29-37. Dube L., Renaghan, L. M., & Miller, J. M. (1994). Measuring customer satisfaction for strategic management. *Cornell Hotel and Restaurant Administration Quarterly*, 35(1), 39. Deighton, J. (1992). The consumption of performance. *Journal of Consumer Research*, 19(5), 362-372. Dulen, J. (1999). Quality control. *Restaurant & Institutions*, 109(5), 38-52. Dube, L., Renaghan, L. M., & Miller, J. M. (1994). Measuring customer satisfaction for strategic management. *Cornell Hotel and Restaurant Administration Quarterly*, 34(1), 39-47. Edwards, B., & Meiselman, H. (2005). The influence of positive and negative cues on restaurant food choice and food acceptance. *International Journal of Contemporary Hospitality Management*, 17(4), 332-344. Eileen, A. W., & Leonard, L. B. (2007). The combined effects of the physical environment and employee behavior on customer perception of restaurant service quality. *Cornell Hotel and Restaurant Administration Quarterly*, 48(1), 59. Eroglu, S., & Karen A. M. (1990). An empirical study of retail crowding: Antecedents and consequences. *Journal of Retailing*, 66(1), 201-221. Gustafsson, A., & Johnson, M. D. (2002). Measuring and managing the satisfaction-loyalty-performance links at Volvo. *Journal of Targeting, Measurement & Analysis for Marketing*, 10(3), 249. Harris, K., Harris, R., & Brown, S. (2001). Customer participation in retail service: lessons from Brecht. *International Journal of Retail & Distribution Management*, 29(8), 359-369. Harris, R., Harris, K., & Baron, S. (2003). Theatrical service experiences : script development with employees. *International Journal of Service Industry Management*, 14(2), 184-188. Heath, R. P. (1995). Fuzzy results, fuzzy logic. *American Demographics*, 6. Hui, M., & Bateson, J. E. G. (1992). Perceived control and the effects of crowding on consumer choice in the service encounter. *Journal of Consumer Research*, 18(5), 174-187. Howard, G. S. (1991). Culture Tales: A Narrative Approach to Thinking, Cross-cultural Psychology and Psychotherapy. *American Psychologist*, 46(2), 187-197. Hansen, K. V., & Jensen, G. (2005). The meal experiences of a la carte restaurants customers. *Scandinavian Journal of Hospitality and Tourism*, 5(3), 135- 151. Jayanti, R. K. (1998). Affective responses towards service providers: a categorization theory perspective. *Journal of Consumer Satisfaction, Dissatisfaction and Complaining Behavior*, 11(4), 51-61. Julie, A. P., Dhruv, G., & Glenn, B. V. (2002). The influence of multiple store environment cues on perceived merchandise value and Patronage Intentions. *Journal of Marketing*, 66(2), 120. Jaksia, K., Robert, I., & John, R. (1999). Consumer research in the restaurant environment, Part 1: A conceptual model of dining satisfaction and return patronage. *International Journal of Contemporary Hospitality Management*, 11(5), 205-222. Johnson, D. M. (1981). Disney World as Structure and Symbol: Re-creation of the American Experience. *Journal of Popular Culture*, 15(1), 157-165. Joel, D. & William, M. (1999). An empirical study of customer comment card quality and design characteristics. *British Food Journal*, 101(8), 621-630. John, T. B. (1997). A market-driven approach to business development and service improvement in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 9(7), 334-344. Johnson, M. D., Anderson, E. W., & Fornell, C. (1995). Rational and adaptive performance expectations in a customer satisfaction framework. *The Journal of Consumer Research*, 21(4), 695-707. Karolina, W. (2007). Learning in a service context: Going backstage. *Managing Service Quality*, 17(6), 635-655. Kiska, J. (2002). Customer experience management. *CMA Management*, 76(7), 28-30. Kotler, P. (1973). Atmospherics as a marketing tool. *Journal of Retailing*, 49(6), 48-64. Kostera, M., & Kominski, A. (2001). Four theatres : Moral discourses in polish management. *Management Learning*, 32(3), 321-324. Kathleen, S., Leonard, L. B., & Larry, G. G. (2000). Attention, retail-ers! How convenient is your convenience strategy?. *Sloan Management Review*, 41(3), 79. Laurette D., & Chebat J. C. (1997). The Impact of Music on Consumers' Reactions to Waiting for Services. *Journal of Retailing*, 73(1), 87-104. Laurece, B. (1999). Luxury and the hotel brand. *Cornell Hotel and Restaurant Administration Quarterly*, 40(1), 47. Lee, Y. L., & Hing, N. (1995). Measuring quality in restaurant operations: an application of the SERVQUAL instrument. *International Journal of Hospitality Management*, 4(3), 293-310. Laroche, M., Bergeron, J., & Goutaland, C. (2001). A three-dimensional scale of intangibility. *Journal of Services Research*, 4(1), 26-38. Lagace, D., & Gassenheimer, B. (1991). The relevance of ethical salesperson behavior on relationship quality: The pharmaceutical industry. *Journal of Personal Selling & Sales Management*, 11(2), 39-47. Lashley, C., Morrison, A., & Randall, S. (2004). My most memorable meal ever! Hospitality as an emotional experience. *Culinary Taste, Consumer Behaviour in the International Restaurant Sector*, 84-165. Lockwood, A. (1994). Using service incidents to identify quality improvement points. *International Journal of Contemporary Hospitality Management*, 6(1/2), 75-80. Lin, I. Y. (2004). Evaluating a servicescape: The effect of cognition and emotion. *Hospitality Management*, 23(4), 78-163. Martin, L. (2005). Winning at the first and second moments of truth: an exploratory Study. *Managing Service Quality*, 15(1), 102-115. Milliman, R. E. (1986). The influence of background music on the behavior of restaurant patrons. *Journal of Consumer Research*, 13(2), 286-289. Milliman, R. E. (1982). Using background music to

affect the behavior of supermarket shoppers. *Journal of Marketing*, 46(3), 86-91. Mangold, G., & Miller, F. (1999). Word-of-mouth communications in the service marketplace. *Journal of Services Marketing*, 13(1), 73-90. Mattila, A. S., & Wirtz, J. (2001). Congruency of scent and music as a driver of in-store evaluations and behavior. *Journal of Retailing*, 77(2), 89-273. McColl-Kennedy, J. R., & White, T. (1997). Service provider training programs at odds with customer requirements in five-star hotels. *The Journal of Services Marketing*, 11(4), 64-249. Mitchell, A., & Marshall, C. (1994). The ultimate sell (in-store media). *Promotions & Incentives*, 38. Mirvis, P. H. (2005). Large group intervention : Change as theater. *The Journal of Applied Behavioral Science*, 41(1), 122-123. Nagle, T. T. (1987). *The Strategy and Tactics of Pricing*, Englewood Cliffs, NJ: Prentice Hall. Oh, H., & Jeong, M. (1996). Improving marketers' predictive power of customer satisfaction on expectation-based target market levels. *Hospitality Research Journal*, 19(4), 65-86. Oliva, R. A. (2000). Atomize your customers experience. *Marketing Management*, 9(3), 54-57. Oliver, R. L. (1980). A cognitive model of the antecedents and con-sequences of satisfaction decisions. *Journal of Marketing Re-search*, XVII (4), 69-460. Okada, E. M., & Stephen, J. H. (2004). Spending time versus spend-ing money. *Journal of Consumer Research*, 31(2), 313-314. Partlow, C. G. (1993). How the ritz-carlton applies ' TQM ' . *The Cornell Hotel and Restaurant Quarterly*, 34(4), 16-24. Pantel, N., & Duncan, E. (2004). Trust and temporary virtual teams : alternative explanations and dramaturgical relationships. *Information Technology & Pepole*, 17(4), 423-428. Peri, C. (2006). The universe of food quality. *Food Quality and Preference*, 17(1-2), 3-8. Pettijohn, L. S., Pettijohn, C. E., & Luke, R. H. (1997). An evaluation of fast food restaurant satisfaction: determinants, competitive comparisons and impact on future patronage. *Journal of Restaurant and Foodservice Marketing*, 2(3), 3-20. Pine, J. B., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76(4), 97-106. Privette, G. (1983). Peak experience, peak performance, and flow: A comparative analysis of positive human experiences. *Journal of Personality and Social Psychology*, 45(6), 1361-1368. Qu, H. (1997). Determinant factors and choice intention for Chinese restaurant dining: a multivariate approach. *Journal of Restaurant and Foodservice Marketing*, 2(2), 35-49. Raj, J., & Joe, G. (2006). Customer satisfaction and value as drivers of business success for fine dining restaurants. *Services Marketing Quarterly*, 28(1), 35-69. Robert, J. (1999). Service transaction analysis: Assessing and im-proving the customer ' s experience. *Managing Service Quality*, 9(2), 102-109. Schmitt, B. H. (2003). Customer care: Managing the experience, strengthening the business. *CMA Management*, 77(3), 6 Sharma, A., & Stafford, T. F. (2000). The effect of retail atmospherics on customers' perceptions of salespeople and customer persuasion: An empirical investigation. *Journal of Business Research*, 49 (2), 183-191. Spangenberg, E. A., Crowley, A. E., & Henderson, P. W. (1996). Im-proving the store environment: Do olfactory cues affect evalua-tions and behaviors?. *Journal of Marketing*, 60(2), 67-80. 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*, 13(6), 113-114. Stephen, J. G., Raymond, P. F., & Michael, J. D. (1998). Assessing the theatrical components of the service encounter: A cluster analysis examination. *The Service Industries Journal*, 18(3), 116. 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 Shostack, G. L. (1987). Service positioning through structural change. *Journal of Marketing*, 51(6), 34-43. Smith, P. C., & Ross, C. (1966). Arousal hypotheses and the effects of music on purchasing behavior. *Journat of Applied Psychology*, 50(3), 255-256. Sulek, J. M., & Rhonda, L. H. (2004). The relative importance of food, atmosphere, and fairness of wait. *Cornell Hotel and Restaurant Administration Quarterly*, 45(3), 235-247. Susskind, A. M., & Chan, E. K. (2000). How restaurant features affect check averages: A study of the Toronto restaurant market. *The Cornell Hotel and Restaurant Administration Quarterl*, 41(6), 56-63. Titus, P. A., & Everett, P. B. (1996). Consumer wayfinding tasks, strategies, and errors: An exploratory field study. *Psychology & Marketing*, 13(3), 265-290. Thaler, R. (1985). Mental accounting and consumer choice. *Marketing Science*, 4(5), 199-214. Thomaz, W. Jr., (2002). Spectacular metaphors from theatre to cinema. *Journal of Organizational Change Management*, 15(1), 11. Treacy, M., & Fred, W. (1993). Customer intimacy and other value disciplines. *Harvard Business Review*, 71(1), 84-93. Wakefield, K., & Blodgett, J. (1996). The effect of the servicescape on customer ' s behavioral intentions in leisure service settings. *The Journal of Services Marketing*, 10(6), 45-61. Warde, A., & Martens, L. (2000). *Eating out: Social differentia-tion,consumption and pleasure*. Cambridge. Press: New York. Wilson, S. (2003). The effect of music on perceived atmosphere and purchase intentions in a restaurant. *Psychology of Music*, 31, 93-113. Wicker, A. (1973). Undermanning theory and research: Implications for the study of psychological behavioral effects of excess hu-man populations. *Representative Research in Social Psychology*, 4(1), 185-206. Wirtz, J., Mattila, A., & Tan, R. L. P. (2000). The moderating role of target-arousal on he impact of affect on satisfaction-an examination in the context of service experiences. *Journal of Retailing*, 76(3), 347-365. Young & Shawn (2008). Are highly satisfied restaurant customers really different? A quality perception perspective. *International Journal of Contemporary Hospitality Management*, 20(2), 142-155. Zeithaml, V., Berry, L. L., & Parasuraman, A. (1993). Research note: More on improving service quality measurement. *Journal of Retailing*, 69(1), 140.