

3C零售業之服務遞送藍圖與服務失誤：管理者觀點與消費者觀點之比較

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摘要

2006年3C服務業，總營業額已經達20160.34億元(天下雜誌，2007)。以我國對經濟對其的依賴程度，得以支持研究本產業，提升其服務效能的重要性。本研究以服務失誤為方向，除指出六種失誤(氣點)型態外，並提出兩管理意涵。壹、消費者主觀服務遞送藍圖之四項管理思維。一、相關性，即使相隔的階段，失誤間都存在其因果關係。二、連續性，顧客具有連續的經驗感受之特性，過去以作業程序分工的方式，切割分離零售與維修的管理思維，有待商榷。三、延伸性，許多失誤並非「服務場景」中發生的，傳統只進行賣場的控管，難因應顧客主觀上的經驗延伸。四、重複性，藍圖看似複雜，但歸納後發現前六個階段卻是重複成對出現的，落實到實務管理上並不複雜。貳、服務人員與消費者對服務失誤知覺的差異。本文發現服務端習慣以「單一重大事件」的「責任歸屬」，解釋與管理服務失誤，但消費者卻是以「互動體驗」中的「連續經驗情緒」作為評判依據。研究者比較抽取五項主要差異項目，依其建議服務人員應該致力於協助顧客「解決連續問題」，而非「釐清單點責任」。

關鍵詞：服務失誤；顧客經驗管理；服務遞送藍圖

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