

Service blueprint and service failure in 3C retailing : Manager center and consumer center

江權祐、張景旭

E-mail: 9707879@mail.dyu.edu.tw

ABSTRACT

The researches discuss service failure in 3C(Consumer Electronics、Computer and Communication) retailer. We discover six different of service failure(negative feeling), and tryout two of new approaches and theories to 3C retailer. First, there has four dis-tinction in the consumer subjectively service blueprint. (a) Correlation. Even separated by the stage, all of the failure still has causalrelation. (b) Continuity. Customer's feeling and experience is continued to going. To cut retailed service and maintenance service is a mistake of management. (c) Extended. There is a lot of service failure happened when the consumers leave the retail store, management have to pay close attention to the new service blueprint.(d) Repeated. Consumer subjectively service blueprint looked very complicated, but induces blueprint, we can dig out that the six stages are repetition. It isn't hard to management. Second, The different between consumer and manager. The manager focus on the "single significant event" and "responsibility" to discuss service failure, but The consumer take the judgment by "Continuously experiences feel-ing". There is five differences projects on the approach.

Keywords : service failure ; customer experience management ; service blueprint

Table of Contents

中文摘要	iii	英文摘要	iii
iv 致謝詞		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
1 第二節 研究目的	3	第二章 文獻探討	3
4 第一節 顧客經驗管理	4	第二節 服務遞送藍圖與關鍵時刻	4
8 第三節 服務失誤	12	第四節 銷售員與消費者對顧客經驗之比較	16
16 第五節 3C產品與服務	18	第三章 研究設計	18
24 第一節 研究方法	24	第二節 研究對象	24
25 第三節 資料分析原則	26	第四章 研究分析與發現	26
29 第一節 3C產業的服務失誤類型	29	第二節 主觀服務遞送藍圖	36
36 第三節 與Bitner服務失誤概念之比較	45	第四節 管理者與消費者服務失誤經驗之比較	46
46 第五章 結論與建議	59	第一節 結論與管理意涵	59
59 第二節 研究價值	65	第三節 研究限制與後續研究	65
65 參考文獻	67		

REFERENCES

- 一、中文部分 中華民國行政院主計處(2007), GDP統計資料[線上資料], 來源: <http://61.60.106.82/pxweb/Dialog/statfile9L.asp>. [2007, December 2]. 行政院消費者保護委員會(2007), 消費者申訴案件統計[線上資料], 來源: <http://www.cpc.gov.tw/index.asp?pagenumber=122>. [2007, November 2]. 林道燊(2005), 台灣消費家電連鎖通路之發展[線上資料], 來源: <http://www.ibt.com.tw/UserFiles/File/941114-Indus-.pdf>. [2007, December 2]. 王芳(2005), 服務品質、服務補救、顧客導向與顧客購買意願之關係研究—以3C末端通路業之消費性電子產品為例, 靜宜大學企業管理研究所未出版碩士論文。王文祥(2005), e化對3C流通業經營競爭力提昇之研究 以全國電子連鎖通路為例, 世新大學傳播管理學研究所未出版碩士論文。江天虹(2006), 國際與本國3C連鎖通路商店形象、知覺服務品質對顧客滿意之研究—以BEST與燦坤之比較為例, 大葉大學國際企業管理學系碩士在職專班未出版碩士論文。朱炫璉和許郁青(2007), 獎酬制度與經營績效之關係:以某3C零售業者為個案公司, 當代會計, 8(1), 35-50. 李章偉(2000), 資料庫行銷之顧客價值分析:以3C流通業為例, 國立臺灣大學國際企業學研究所未出版碩士論文。李進益(2006), 台灣地區國際知名品牌手機使用者顧客滿意度、後悔度及轉換障礙對轉換行為影響之研究, 大葉大學國際企業管理學系碩士在職專班未出版碩士論文。呂欣儀(2001), 產品類型、商店類型、顧客知識與顧客滿意之研究, 中國

文化大學國際企業管理研究所未出版碩士論文。汪碧玉(2004), 3C連鎖零售產業供應鏈應用RFID機會之研究—以個案公司為例, 東吳大學企業管理學系未出版碩士論文。何益賓(2005), 設計企劃於3C產品創新開發之應用, 國立臺灣科技大學設計研究所未出版碩士論文。吳恒和(2004), 論新型態之資訊連鎖零售通路初步探討與實證—以旭曜電通公司為例, 大葉大學事業經營研究所未出版碩士論文。梁富梅(1999), 供應鏈彈性與企業績效之關係--以3C流通業為例, 國立台北大學企業管理學系未出版碩士論文。翁健恩(2006), 3C賣場商店印象屬性、知覺價值與再惠顧意願之關係—以NOVA與燦坤為例, 國立臺灣科技大學企業管理系未出版碩士論文。陳榮傑(1996), 3C產業通路競合策略個案探討, 國立中興大學企業管理學系未出版碩士論文。陳彥芳(2003), 價格促銷、認知價值與商店形象對購買意願影響之研究 - 以大台北地區3C連鎖家電為例, 真理大學管理科學研究所未出版碩士論文。陳?義(2004), 服務失誤、服務補救與消費者之滿意度及再購意願關係之實證研究—以3C產品之電腦產品為例, 國立成功大學工業與資訊管理學系碩博士班未出版博士論文。陳鼎裕(2005), 顧客夥伴關係、認知價值與購買意願之相關研究 - 以台北縣、市3C連鎖店為例, 大葉大學事業經營研究所碩士在職專班未出版碩士論文。陳聖傑(2006), 顧客心理價值與顧客知覺對中國製3C商品形象評價之研究 - 以台灣南部地區3C耗材為例, 高苑科技大學經營管理研究所未出版碩士論文。張景旭, 張馨華, 吳宥蓁(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, 47-76。張景旭, 朱寶青, 范垂爐, 張馨華(2006), 服務失誤引起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, 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。張景旭, 江權祐, 謝旻璟(2008), 3C產業服務失誤主觀服務遞送藍圖取向研究, 南榮學報, 11,C5(1)-C5(2)。黃榮仁(2003), 台灣3C連鎖通路行銷策略與經營績效關聯性之研究, 中原大學企業管理研究所未出版碩士論文。黃侑助(2004), 產品品質、系統品質與服務品質對線上消費者忠誠度之影響--以3C網路商店為例, 國立東華大學國際企業學系未出版碩士論文。黃心怡(2006), 時尚性3C產品穿戴行為與造型要素分析研究, 大同大學工業設計學所未出版碩士論文。楊宗哲(2001), 直營式與招商式3C連鎖賣場消費者賣場印象之比較研究, 國立交通大學經營管理研究所未出版碩士論文。萬沛沛(2006), 不同型態3C連鎖賣場顧客滿意度模式之研究, 中華大學經營管理研究所未出版碩士論文。趙盈傑(1998), 3C連鎖體系經營策略之分析, 淡江大學管理科學學系未出版碩士論文。劉姿吟(2002), 通路品牌策略、通路控制力與通路績效關係之研究 - 以3C連鎖經營類型之資源基礎觀點分析, 中原大學企業管理研究所未出版碩士論文。蔡政宏(2003), 3C模具產業之先進規劃排程系統功能模組設計, 中原大學工業工程研究所未出版碩士論文。蔡倬漢(2005), 品牌來源國、消費者國族主義與價格意識對3C產品購買意願之研究—以中國大陸東莞地區為例, 元智大學管理研究所未出版碩士論文。駱宏順(2005), 3C產業服務型態之特性分析, 屏東科技大學企業管理系碩士班未出版碩士論文。謝佳穎(1995), 3C產品通路選擇策略及個案研究, 國立台灣大學商學系未出版碩士論文。鍾耀慶(2006), 評估國內3C零售業的售後服務流程改善之可行性研究 - 以RFID技術引進為例, 元智大學管理研究所未出版碩士論文。羅文火(1997), 台灣3C零售店型式之研究, 國立東華大學企業管理研究所未出版碩士論文。

二、英文部分: Annamma, J., & Sherry, J. F. (2003). Speaking of art as embodied imagination: a multisensory approach to understanding aesthetic experience. *Journal of Consumer Research*, 30(1), 259-282. Bellenger, D. N., Steinberg, E., & Stanton, W. W.(1976). The congruence of store image and self image. *Journal of Retailing*, 52(1), 17-32. Bellenger, D. N., Robertson, D. H., & Greenberg, B. A. (1977). Shopping center patronage motives. *Journal of Retailing*, 53(2), 29-38. Bellenger, D. N., & Korgaonkar, P. K. (1980). Profiling the recreational shopper. *Journal of Retailing*, 56, 77-91. Brittain, R. (1986). Computer maintenance: Speed and quality are vital industrial management data systems. *Wembley*, 3-5. Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: measuring hedonic and utilitarian shopping value. *Journal of Consumer Research*, 20, 644-656. Babin, B. J., & Darden, W. R. (1995). Consumer self-regulation in a retail environment. *Journal of Retailing*, 71, 47-70. Bitner, M. J., Booms, B. H., & Tetreault, M. S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents. *Journal of Marketing*, 54(1), 71-84. Bitner, M. J., Booms, B. H., & Mohr, L. A. (1994). Critical service encounters: The employee's viewpoint. *Journal of Marketing*, 58 (4), 95-105. Boland, P. J., Neweishi E., & Emad (1995). Expected cost comparisons for inspection and repair policies. *Computers & Operations Research*, 22(4),383-391. Boshoff, C. (1997). An experimental study of service recovery options. *International Journal of Service Industry Management*, 8(2), 110-130. Barker, S., & Hartel, C. E. J. (2004). Intercultural service encounters: An exploratory study of customer experiences. *Cross Cultural Management*, 11(1), 3-14. Boedeker, M. (1995). New-type and traditional shoppers: A comparison of two major consumer groups. *International Journal of Retail & Distribution management*, 23 (3), 17-26. Backstroma, K., & Johansson, U. (2006). Creating and consuming experiences in retail store environments: Comparing retailer and consumer perspectives. *Journal of Retailing and Consumer Services*, 13, 417-430. Christian, G. (1988). Service quality: The six criteria of good perceived service. *Review of Business*, 9(3), 10. Cina, C. (1990). Company study: Five steps to service excellence. *The Journal of Services Marketing*, 4(2), 39. Chetthamrongchai, P., & Davies, G. (2000). Segmenting the market for food shoppers using attitudes top shopping and to time. *British Food Journal*, 102(2), 81-101. Colgate, M., & Hedge, R. (2001). An investigation into the switching process in retail banking services. *The International Journal of Bank Marketing*, 19(5), 201-213. Calhoun, J. (2001). Driving loyalty by managing the total customer experience. *Ivey Business Journal*, 65(6), 69-73. Carey, K. E. (2001). Computer maintenance in an unbundled era. *Management Review*, 59(9), 12-18. Donovan, R. J., & Rossiter, J. R. (1982). Store atmosphere: An environmental psychology approach. *Journal of Retailing*, 58, 34-58. Dholakia, R. R. (1999). Going shopping: Key determinants of shopping behavior and motivations. *International Journal of Retail and Distribution Management Bradford*, 27, 154-165. Douglas, M. S. (2003). Piecing together service quality: A framework for robust service. *Production and Operations Management*, 12(2). Edvardsson, B., Gustafsson, A., Johnson, M. D., & Sanden, B. (2000). Cocreating customer value through hyperreality in the prepurchase. *Service experience new service development and innovation in the new economy*, Studentlitteratur, Lund. Eric, K., Brent, S., Doug, K., & Udell, J. (2003). Web services blue-print, 25(47), 32. Frank, W., Davis, J., & Karl, B. M. (1992). Teaching service response logistic. *Journal of Business*, 13(2), 199. File, K. M., Judd, B. B., & Prince, R. A. (1992). Interactive marketing: The influence of participation on pos. *The Journal of Services Marketing*, 6(4), 5-14.

File, K., Maru, P., & Russ, A. (1993). Evaluating the effectiveness of interactive marketing. *The Journal of Services Marketing*, 7(3), 49-58. File, K. M., & Prince, R. A. (1995). The effect of interactive market-ing on commercial customer satisfaction in international finan-cial markets. *The Journal of Business & Industrial Marketing*, 10(2), 69-78. Falk, P., & Campbell, C. (1997). The shopping experience. Sage Pub-lications, 35(6), 10-21. Forseter, M. (2000). The roper starch report. *Discount Store News*, 1, 49-56. Gronoroo, C. (1984). A service quality model and its marketing im-plications. *European Journal of Marketing*, 18(4),36-44. Gross, B. L., & Sheth, J. (1989). Time scarcity: interdisciplinary per-spectives and implications for consumer behaviour. *Journal of Marketing Research*, 53(10), 76-83. Gronroos, C. (2000). Service management and marketing: A con-sumer relationship management approach. Wiley, 1, 10-23. Gummesson (2002). Total relationship marketing. Butter-worth-Heinemann, *Journal of Marketing Research*, 53(10), 76-83. Gilmore, J. H., & Ii, B. J. P. (2002). Customer experience places: The new offering frontier. *Strategy & Leadership*, 30(4), 4-11. Gerrard, P., & Cunningham, J. B. (2004). Consumer switching be-havior in the Asian banking market. *The Journal of Services Marketing*, 18(3), 215. Holbrook, M. B., & Hirschman, E. C. (1982). The experiential aspects of consumption: Consumer fantasies, feelings and fun. *Journal of Consumer Research*, 9, 132-140. Hirschman, E. C., & Holbrook, M. B. (1982). Hedonic consumption: emerging concepts, methods and propositions. *Journal of Mar-keting*, 46(3), 92-101. Hoffman, K. D., Kelley, S. W., & Rotalsky, H. M. (1995), Tracking service failures and employee recovery efforts. *Journal of Ser-vices Marketing*, 9(2), 1-11. Hoffman, K. D., & Turley, L. W. (2002). Atmospheric, service en-counters and consumer decision making: an integrative perspec-tive. *Journal of Marketing Theory and Practice*, 10(3), 33-47. Hopkinson, G. C., & Pujari, D. (1999). A factor analytic study of the sources of meaning in hedonic consumption. *European Journal of Marketing*, 33(3), 273-294. Herstein, R., & Gamliel, E. (2006).The role of private branding in im-proving service quality. *Managing Service Quality*, 16(3), 306-319. Iacobucci, M., & Dawn, B. (1998). Interactive marketing and the me-ganet: Networks of networks. *Journal of Interactive Marketing*, 12(1), 5-17. Ibrahim, M. F., & Ng, C. W. (2002). Determinants of entertaining shopping experiences and their link to consumer behaviour: Case studies of shopping centres in Singapore. *Journal of Retail & Leisure Property*, 2(4), 338-357. Jones, M. A. (1999). Entertaining shopping experiences: An explora-tory investigation. *Journal of Retailing and Consumer Services*, 6, 129-139. Kelly, S. W., & Davis, M. A. (1994). Antecedents to customer expec-tation for service recovery. *Journal of Academy of Marketing Science*, 22(1), 52-61. Keaveney, S. M. (1995). Customer switching behavior in service in-dustries: An exploratory study. *Journal of Marketing*, 59(2), 71-89. Kong, H., Xie, M., & Goh, T. N. (2001). Asia-pacific. *Journal of Op-erational Research*, 18(1),67-76. Kim, Y. K. (2001). Experiential retailing: An interdisciplinary ap-proach to success in domestic and international retailing. *Jour-nal of Consumer Services*, 8, 287-289. Kiska, J. (2002). Customer experience management. *CMA Manage-ment*, 76(7), 28-30. Khanh, V. L., & Kandampully, J. (2004). Market oriented learning and customer value enhancement through service. *Recovery Management*, 14, 390-401. Lee, E. (1969). The moment of truth in management services. *Journal of Accountancy*, 127(2), 33. LaSalle, D., & Britton, T. A. (2002). Priceless: turning ordinary products into extraordinary experiences. Harvard Business School Press, Boston. Lovelock, C., & Wright, L. (2002). Principles of service marketing and management. US Editions, 4, 36. Lloyd, S. (2003). Grow your business by upgrading service quality Pest Contro. *Trade & Industry*, 71(10), 20. Mahler, D. Q. (2000). An American century of retailing. *Chain Store Age*, 1, 44-51. Mathwick, C., Malhotra, N., & Rigdon, E. (2001). Experiential value: Conceptualization, measurement and application in the catalog and internet shopping environment. *Journal of Retailing*, 77, 39-56. 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. Martin, L. (2005). Winning at the first and second moments of truth: an exploratory study. *Managing Service Quality*, 15(1), 102. McKenzie, B. (2006). Retail service quality success factors in Estonia: A qualitative approach. University of Western Ontario, London, Canada. *Baltic Journal of Management*, 1(3), 100. Normann, R. (1984). Service management: Strategy and leadership in service business. New York: Wiley. Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000). Measuring the customer experience in online environments: A structural mod-eling approach. *Marketing Science*, 19(1), 22-42. Naylor, G., & Frank, K. E. (2000). The impact of retail sales force re-sponsiveness on consumers' perceptions of value. *Journal of Services Marketing*, 14(4), 310-322. Oliva, R. A.(2000). 'Atomize' your customers experience. *Marketing Management*, 9(3), 54-57. Parasurman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. *Journal of Marketing*, 49(3), 41-50. Polakoff, J. C., & Laughlin, C. (1992). How to Tune up a Computer-ized Information System Susan Kazenas. *Journal of Accoun-tancy*, 174(3),77-79. Pine, B. J., & Gilmore, J. H. (1999). The experience economy: Work istheatre and every business a stage. Harvard Business School Press,Boston, MA. Pam, M. (2003). Career directions computer repair technician. *Tech Directions*, 62(6), 30-31. Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of Interactive Mar-keting*, 18(3), 5-14. Reid, G. (2004). Why computers are so infuriating. *Tech Directions*, 63(10), 10. Ram, H., & Eyal, G. (2006). The role of private branding in improving service quality. *Managing Service Quality*, 16(3), 306-319. Shostack, L. G. (1977). Breaking free from product marketing. *Jour-nal of Marketing*, 41, 73-80. Swinyard, W. R. (1993). The effects of mood, involvement and qual-ity ofstore experience on shopping intentions. *Journal of Con-sumer Research*, 20(11), 271-280. Stephen, H. B. (1990), Making your service blueprint pay off. *Journal of Services Marketing*, 4(3), 5. Swinyard, W. R. (1993). The effects of mood, involvement and qual-ity ofstore experience on shopping intentions. *Journal of Con-sumer Research*, 20(11), 271-280. Spies, K., Hesse, F., & Loesch, K. (1997). Store atmosphere, mood and purchasing behaviour. *International Journal of Research in Marketing*, 14, 1-17. Sullivan, M., & Adcock, D. (2002). Retail Marketing. Thomson, London. Shaw, C., & Ivens, J. (2002). Building great customer experiences. Palgrave Macmillan, New York. Smith, S., & Wheeler, J. (2002). Managing the Customers Experience. Pearson Education, Harlow. Stan, S., Evans, K. R., Stinson, J. L., & Wood, C. (2002). Critical customer experiences in professional business-to-business ser-vice exchanges: Impact on overall customer response to service providers american marketing association. Conference Pro-ceedings, 13,113-114. Sarah, Q., & Sally, H. M. (2003). Strategic interactive marketing of wine-a

case of evolution. *Marketing Intelligence and Planning*, 21(6), 357-363. Schmitt, B. H. (2003). Customer care: Managing the experience, strengthening the business. *Customer experience management*. 77(3), 6. Soars, B. (2003). What every retailer should know about the way into shoppers head. *International Journal of Retail and Distribution Management*, 31(12), 628-637. Sit, J., Merrilees, B., & Birch, D. (2003). Entertainment-seeking shopping centre patrons: The missing segments. *International Journal of Retail & Distribution Management*, 31 (2), 80-94. 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. Turley, L. W., & Milliman, R. E. (2000). Atmospheric effects on shopping behaviour: A review of the experimental evidence. *Journal of Business Research*, 49(2), 193-211. Terry, K., & Keith, F. (2002). Addressing customer myopia: Strategic interactive marketing planning in a volatile business environment. *Journal of Database Management*, 9(3), 207-219. Tan, M., Xu, X., & Zhang, X. (2007). Home PC maintenance with Intel AMT. *Intel Technology Journal*, 11(1), 57-66. Verhoef, P. C., Antonides, G., & Hoog, A. N. (2002). Service processes as a sequence of events: An Application to Service Calls. *Journal of Economic Literature*, 29-53. Westbrook, R. A. (1981). Sources of Satisfaction with Retail Outlets. *Journal of Retailing*, 57, 68-85. Williams, T., Slama, M., & Rogers, J. (1985). Behavioral characteristics of the recreational shopper and implications for retail management. *Journal of the Academy of Marketing Science*, 13(3), 307-316. Wells, W. D. (1994). Disc very-oriented consumer research. *Journal of Consumer Research*, 19(4), 489-504. Wakefield, K. L., & Baker, J. (1998). Excitement at the mall: Determinants and effects on shopping response. *Journal of Retailing*, 74 (4), 515-539. Wyner, G. A. (2000). Customer experience on the web. *Marketing Management*, 9(4), 6-7. Warden, C. A., Liu, T. C., Huang, C. T., & Lee, C. H. (2003). Service failures away from home: Benefits in intercultural service encounters. *International Journal of Service Industry Management*, 14(3), 436-457.