

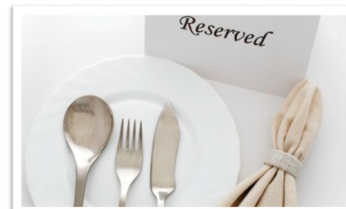
## Service Encounter

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NKFUST

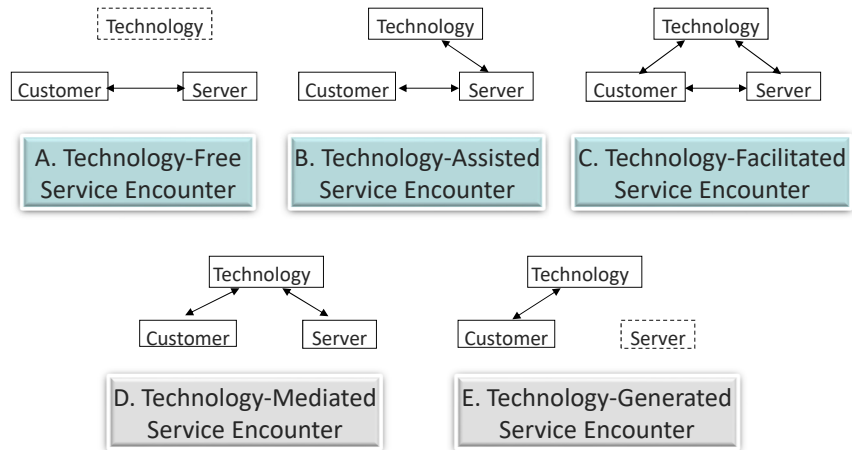
- ▣ Role of Technology
- ▣ Service Organization and Culture
- ▣ Managing Variability
- ▣ Managing Difficult Interactions

## Case Question

- A customer just arrived and insisted that he has made a reservation over the phone last week. 堅持有訂位
- The receptionist cannot find any reservation record and has no table available. 查無訂位記錄
- You are the service manager. What would you do? Any side effects of your action?  
評估可行的方案



## Technology in Service Encounter



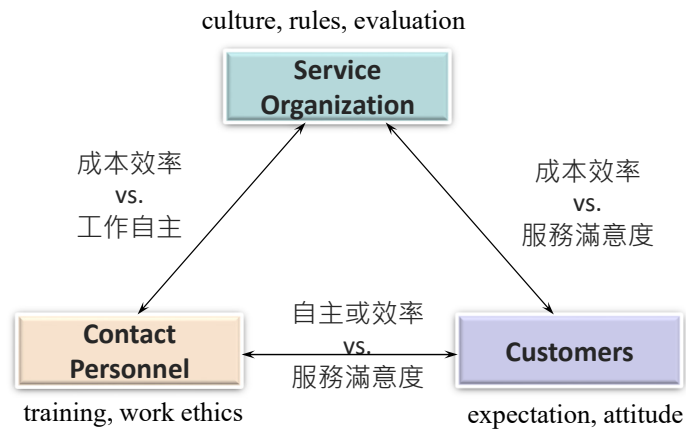
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## Evolution of Service Encounter

Service Industry	Human Contact	Machine Assisted	Internet Facilitated
Banking	Teller	ATM	Online banking
Grocery	Checkout clerk	Self-checkout station	Online order/ pickup
Airlines	Ticket agent	Check-in kiosk	Print boarding pass
Restaurants	Wait person	Vending machine	Online order/ delivery
Movie theater	Ticket sale	Kiosk ticketing	Pay-for-view
Book store	Information clerk	Stock-availability terminal	Online shopping
Education	Teacher	Computer tutorial	Distance learning
Gambling	Poker dealer	Computer poker	Online poker

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## The Service Encounter Triad



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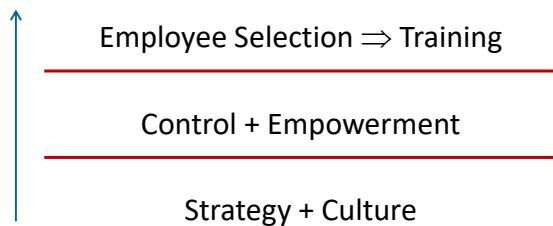
## Who Controls Service Encounter?

- **Service Organization-Dominated** 企業主控  
McDonald's standardized service
- **Service Personnel-Dominated** 員工主控  
Physician and Patient (perceived expertise)
- **Customer-Dominated** 顧客主控  
Self-Service (shopping)

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## I. Service Organization

The service encounter occurs within the context of an organization's culture as well as its physical surroundings.



企業依據文化與策略主導服務接觸



## Definitions of Corporate Culture

- Culture is a pattern of beliefs 信仰 and expectations shared by the organization's members.
- Culture is the traditions 傳統 and beliefs of an organization that distinguish it from others.
- Culture is shared orientations 價值觀 that hold the unit together and give a distinctive identity.



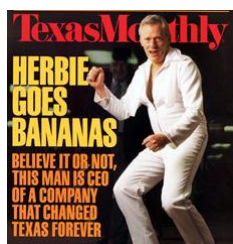


- 細節是最完美的服務 餐飲服務講究的是服務的溫度與彈性
- 不創造一日的業績 永續經營的目標
- 品質是生命 每一個環節都謹慎面對，層層把關
- 品牌是責任 對美食的堅持，是對客人的責任

走到任何一家分店，到處都看得到溫度計和秤子。前廚工作台上師傅包好的所有小籠包，重量只允許0.2公克的差距，包前的材料和包完的成品都要測量。

每道菜出場送到客人餐桌前，外場人員也必須拿出筆型溫度計確認，比如元盅雞湯和酸辣湯的最佳溫度是85度，才不至於燙口，肉粽則必須提高到90度，確保豬肉塊熟透。

## Southwest Airlines: Profitability and Culture



- a warrior spirit — being fearless in terms of delivering the product.
- a servant's heart — Treat others with respect. Follow the Golden Rule. Put other people first.
- a fun-loving attitude — people enjoy where they work, who they work with, and who they work for.

## II. Contact Personnel

- Job Design 工作設計
- Selection 員工招募
  1. Abstract Questioning
  2. Situational Vignette
  3. Role Playing
- Training 職前訓練
- Compensation 獎勵制度



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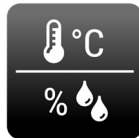
## Behavioral Approaches to Job Design

- Labor Specialization 專業分工
- Job Enlargement  
Giving a worker a larger portion of the total task by horizontal loading 訓練員工學習多種技術層次相當的工作
- Job Rotation  
Workers periodically exchange jobs  
工作輪調可提升員工知識與技能，人力調派較有彈性
- Job Enrichment  
Increasing responsibility for planning and coordination tasks, by vertical loading  
訓練員工學習規劃、協調、執行，讓員工負起更大責任

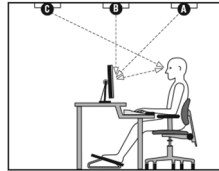
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## Work Place Conditions

Temperature & Humidity



Illumination



Safety



Noise & Vibration



Health Care



Ventilation



Work Breaks



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## Employee Selection: Amy's Ice Cream

- What was your most rewarding past experience and why? 最受益的經驗
- What are you looking for in your next job? 下一個工作規劃
- What have you done in the past to irritate a customer? 曾激怒顧客的錯誤
- What flavor of ice cream best describes your personality?



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## Empowerment and Training

高接觸的服務業 Train and trust the inherent power within employees to evaluate choices and competently execute creative decisions.

1. Invest in people as much as in machines.  
對人才的投資
2. Use technology to support contact personnel rather than to monitor or replace them. 以科技輔助員工
3. Consider the recruitment and training of contact personnel as critical to the firm's success. 招募與訓練是關鍵因素
4. Link compensation to performance for employees at all levels.  
全面的績效獎勵



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東日本旅客鐵道株式会社 **TESSEI**



2005年以前的TESSEI，從業人員具有下列幾項特點：

1. 無特別優秀的人，是一群再普通不過的平凡人。
2. 清掃工作不受尊重，來TESSEI是因為找不到其它工作。
3. 絕大部份為兼職人員，以二度就業的婦女為多數。
4. 平均年齡約53歲。



將「清掃」為中心的所有工作  
定位為對顧客的「款待」或是「服務」。





## Unethical Behaviors of Employees

### Misrepresenting the Nature of the Service 誇大或誤導

- Promising a nonsmoking room when none is available
- Using **bait-and-switch** tactics
- Creating a false need for service
- Misrepresenting the credentials of the service provider
- Exaggerating the benefits of a specific service offering



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## Unethical Behaviors of Employees

### Customer Manipulation 敲詐或隱瞞

- Giving away a guaranteed reservation
- Performing **unnecessary services**
- Padding a bill with hidden charges
- Hiding damage to customer possessions
- Making it difficult to invoke a service guarantee



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## Unethical Behaviors of Employees

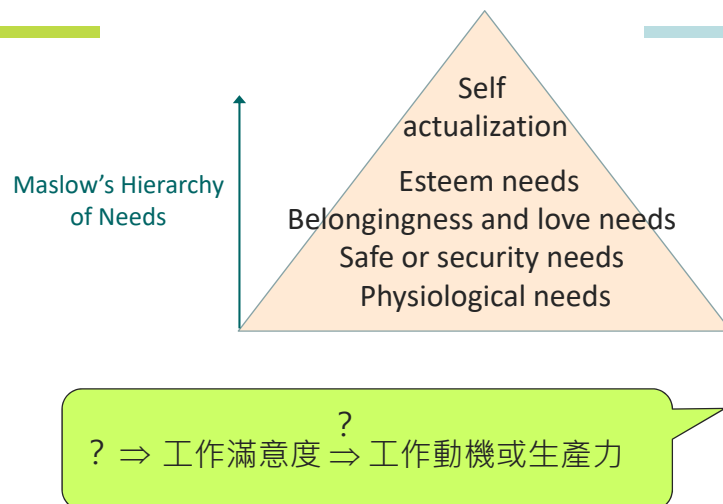
### General Honesty and Integrity 誠信、態度

- Treating customers unfairly or rudely
- Being unresponsive to customer requests
- Failing to follow stated company policies
- Stealing customer credit card information
- Sharing customer information with third parties



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## Motivation



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### III. The Customer

- **Economizing** customer: want to maximize the value obtained from the service 斤斤計較
- **Ethical** customer: support socially responsible firms 自我規範
- **Personalizing** customer: prefer personal relationships 相信熟人
- **Convenience** customer: will pay extra for convenience 時間就是金錢

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### The Role of Scripts in Coproduction



- The customer is a partial employee and is following a script defined by societal norms or designed by the service provider.
- New technology = New script  
新科技要求顧客適應新的流程
- Designing an appropriate script allows both the customer and the service provider to play out their roles smoothly.  
從員工與顧客立場設計流程

## Expectations and Attitudes

### Unrealistic customer expectations

1. Unreasonable demands 不合理
2. Demands against policies 不合法規
3. Unacceptable treatment of employees 言行粗暴
4. Drunkenness 酒醉
5. Breaking of societal norms 不合禮儀習俗
6. Special-needs customers



### Unexpected service failure

Unavailable service, Slow performance, Unacceptable service

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## The Customer is Not Always Right

- Southwest managers tell employees they are Southwest's No. 1 customer, that the paying customer is not always right. Thinking the paying customer is right all the time, Southwest executives say, only **undermines the trust between management and employees**. 破壞勞資互信
- "The theory goes that if we treat our employees well, they'll treat the customer well," a Southwest executive said. And that translates, most of the time anyway, into profits.

Washington Post April 08, 2003

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## 'Too Fat To Fly' Passenger Sues Southwest

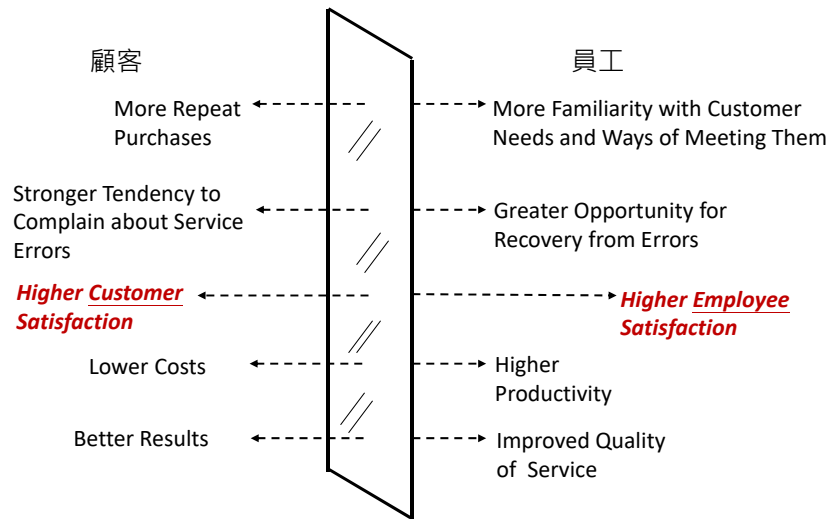
- A passenger checked in at the terminal was told by a Southwest Airlines gate agent that she was **too fat to fly** and she needed to buy a second seat.
- Southwest Airlines has announced they will be installing a "Check-Your-Comfort chair" at the gate. Similar to the carry-on size check, the new chair will allow customers to see if they will fit in a single seat before they get onto the plane.



## Service Encounter Success Factors

		Service Provider	
		Human	Machine
Customer	Human	Employee selection Interpersonal skills Support technology Engender trust	Intuitive interface Verification Security Easy to access
	Machine	Easy to access Fast response Verification Remote monitoring	Compatibility Tracking Verification Security Failsafe

## Satisfaction Duality



## Summary

- Service encounter is viewed as a triad.
- Corporate Culture is the basis for service encounter.
- Select and empower the contact personnel.
- Training to anticipate possible situations.
- The Customer is Not Always Right.
- New area: machines serving human customers