

Service Encounter

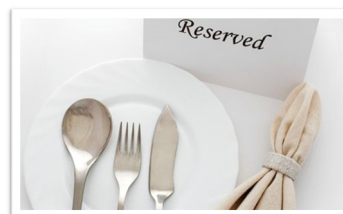
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NKFUST

- Role of Technology
- Service Organization and Culture
- Managing Customers
- Satisfaction Duality

1

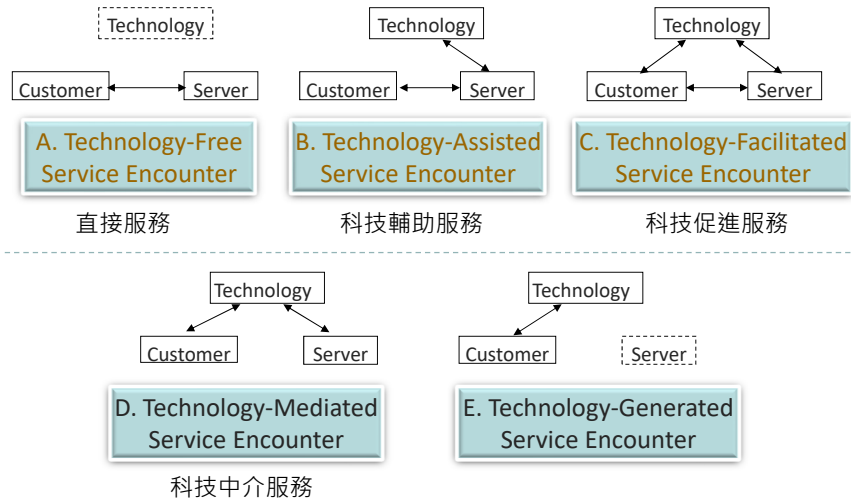
Case Questions

- A customer arriving at a restaurant insists that he has made a reservation over the phone last week. 顧客堅持有訂位
- The receptionist cannot find any reservation record and has no table available. 櫃台找不到訂位紀錄
- You are the service manager. What would you do? Consider side effects of your action?



2

Technology in Service Encounter



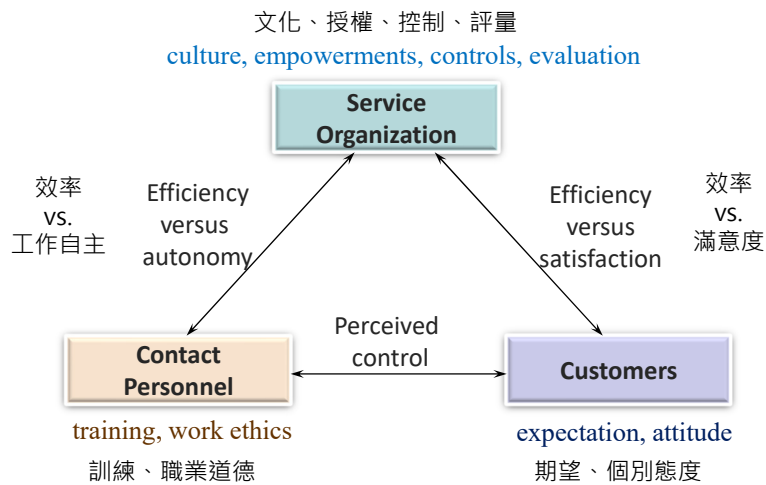
3

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

4

The Service Encounter Triad



5

Who Controls Service Encounter?

- Service Organization-Dominated
standardized service (McDonald's)
no personalized service, no job satisfaction 滿意度低
- Service Personnel-Dominated
perceived expertise (Physician vs. Patient) 專業服務
- Customer-Dominated
complete control (Self-Service)
online encounter 易使用、不故障、明確回應、隱私

6

I. Service Organization

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



7

Definitions of Corporate Culture

- Culture is a pattern of beliefs and expectations shared by the organization's members. 共同信念
- Culture is the traditions and beliefs of an organization that distinguish it from others. 具有特色的傳統與信念
- Culture is shared orientations that hold the unit together and give a distinctive identity. 企業的身分與凝聚力



8

Ritz-Carlton Hotel- The Seven Day Countdown

- *Day One:* Staff Orientation
 - Warm welcome, Philosophy, Gold Standards,...
企業哲學、企業標準
- *Day Two:* Departmental Vision Sessions
 - Group work, understand working purpose,... 部門規範
- *Day Three through Seven:* Skills Training
 - Daily line-up, uniform fittings, handling guest difficulties, technical training,... 客服處理、技能訓練



Empowerment and Control Systems

- Empowerment by trusting unconditionally the inherent power within employees to **evaluate choices** and competently **execute creative decisions**.
- Empowered contact personnel must be motivated, informed, competent, committed, and well-trained.
- Need control systems
 - Belief: communicate core values 企業核心價值
 - Boundary: specify and enforce rules 工作規範
 - Diagnostic: build and support clear targets 設定並支持目標
 - Interactive: open organizational dialogue 與第一線員工對話

II. Contact Personnel

- Job Design
- Selection
 1. Abstract Questioning 無標準答案的問題
 2. Situational Vignette 情境分析
 3. Role Playing 角色扮演
- Training
- Creating an Ethical Climate



11

Example: Amy's Ice Cream



- What was your most rewarding past experience and why?
- What are you looking for in your next job?
- What have you done in the past to irritate a customer?
- What flavor of ice cream best describes your personality?

12

Empowerment and Training

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. 投資於員工成長
2. Use technology to support contact personnel rather than to monitor or replace them. 科技是協助，不是取代員工
3. Consider the recruitment and training of contact personnel as critical to the firm's success.
4. **Link compensation to performance** for employees at all levels.
以績效為依據的獎勵制度

13

Unethical Behaviors of Employees

Misrepresenting the Nature of the Service

對顧客誤導服務本質

- 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



14

Unethical Behaviors of Employees

Customer Manipulation 操弄顧客的信任

- 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



15

Unethical Behaviors of Employees

General Honesty and Integrity

態度不佳/不當使用顧客資訊

- 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



16

Challenges of Customer Contact

Unrealistic customer expectations

1. Unreasonable demands 不合情理
2. Demands against policies 違法
3. Unacceptable treatment of employees 無禮對待員工
4. Drunkenness
5. Breaking of societal norms 無公德心
6. Special-needs customers 有特殊要求



Unexpected service failure

1. Unavailable service 服務取消
2. Slow performance 服務延誤
3. Unacceptable service 服務差

17

III. The Customer

Expectation and Attitudes

- **Economizing** customer: want to maximize the value obtained from the service 錙銖必較
- **Ethical** customer: support socially responsible firms 支持企業公益
- **Personalizing** customer: prefer personal relationships 信任關係勝於制度
- **Convenience** customer: will pay extra for convenience 願付錢省麻煩

18

The Role of Scripts in Coproduction

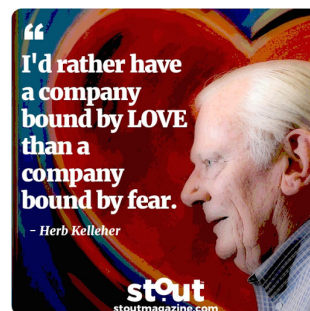


- The customer is a partial employee and is following a script defined by societal norms or designed by the service provider. 顧客需遵照服務設計
- New technology = New script
- Designing an appropriate script allows both the customer and the service provider to play out their roles smoothly. 服務設計影響員工與顧客

19

The Customer is Not Always Right

- One woman who frequently flew on Southwest, was constantly disappointed with every aspect of the company's operation. After every flight she wrote in with a complaint.
- Southwest managers tell employees they are Southwest's No. 1 customer. Thinking the paying customer is right all the time, Southwest executives say, only **undermines the trust between management and employees.**
認為顧客永遠是對的·只會影響勞資關係



Washington Post April 08, 2003

20

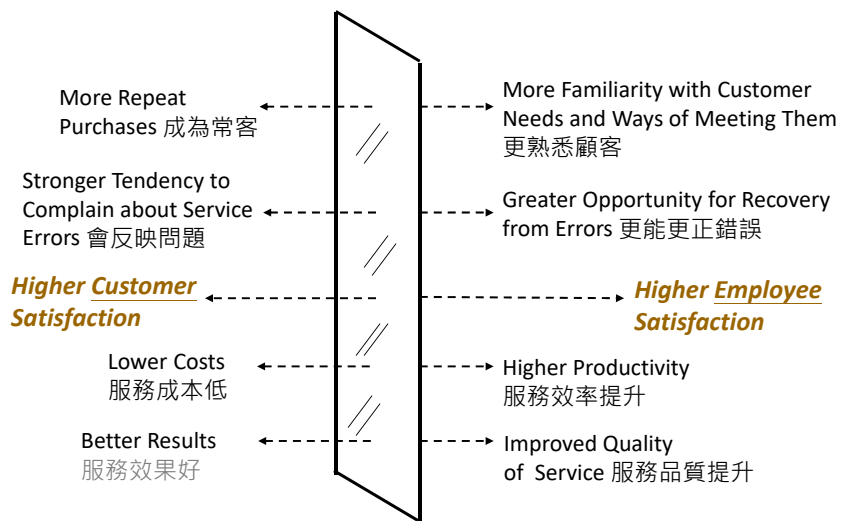
'Too Fat To Fly' Passenger Sues Southwest

- A passenger checked in at the terminal was told by a Southwest Airlines gate agent that he was too fat to fly and he 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.



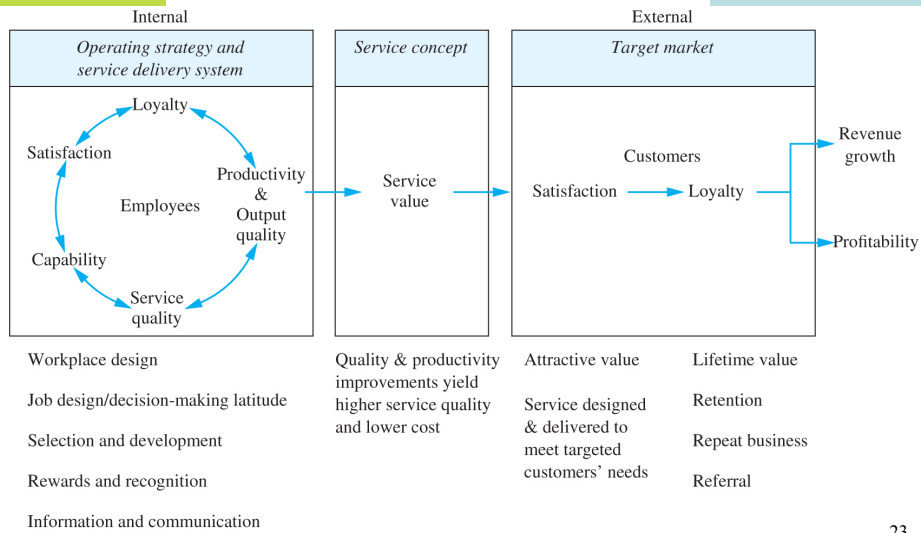
21

IV. Satisfaction Duality



22

Service Profit Chain



23

Summary

高接觸服務業

- Service encounter is viewed as a triad.
- Select and empower the contact personnel.
- Training to anticipate possible situations.
- The Customer is Not Always Right.

New area: machines serving human customers

24