

พหุวิธีกับการพัฒนาคุณภาพงานบริการ

Multiplicity of Approaching to Service Quality Development

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บทคัดย่อ

บทความนื้อเรื่องนี้ยกย่องถึงความสำคัญของลูกค้า ปฏิเสธไม่ได้ว่าความคิดเห็นของลูกค้าเป็นปัจจัยของการปรับปรุงงานบริการ โดยส่วนมากแล้วลูกค้าที่มีข้อคิดเห็นต่างๆ เกี่ยวกับการให้บริการมีแนวโน้มที่จะกลับมาใช้บริการมากกว่าลูกค้าที่รู้สึกไม่พอใจ แต่ไม่พูดอะไรออกมา บทความวิชาการนี้เป็นองค์ความรู้เกี่ยวกับคุณค่าของการบริการ นอกจากนี้ได้สังเคราะห์วิธีการต่างๆ ทั้ง 5 วิธีการ ในการพัฒนาคุณภาพของงานบริการอันได้แก่ ความสามารถในการเข้าใจลูกค้า การสร้างความสัมพันธ์อันดีกับลูกค้า การจัดบรรยากาศภายในสถานที่ทำงาน การให้ความคิดถึงตัวแสวงหานในการทำงานและการสร้างสรรค์นวัตกรรมเกี่ยวกับงานบริการ อาทิเช่น การสร้างประสบการณ์ที่ดี การบูรณาการงานบริการ การส่งมอบคุณค่าในการให้บริการ การพัฒนาคุณค่าในการบริการ ตลอดจนเทคโนโลยีและการออกแบบ ระบบในงานบริการที่ดี สรุดท้ายไปร่ำझองการจะสามารถสร้างความสัมพันธ์ที่ดีให้กับลูกค้าได้ในระยะยาวอีกทั้งยังสามารถสร้างความได้เปรียบในเชิงการแข่งขันได้อย่างยั่งยืน

คำสำคัญ: คุณภาพบริการ การปฏิรูปงานบริการ ความสัมพันธ์ระหว่างลูกค้าและผู้ให้บริการ ความคิดสร้างสรรค์ นวัตกรรม

Abstract

It is irrefutable that the majority of customer, unsatisfied customer is a negative experience with or without complaining, this paper proposes a definition of service quality, with the several service recovery approaching. The premise of this paper is that each service recovery approaching should have service quality development criteria that specifically fit its service model, customer expectation and customer experience. To implement this context, it is argued that an entrepreneur should be able to comprehend customer insights, there are 5 types of customer-service provider relationship relied on interaction between customer involvements and service providing. Empowered employee delegating is one approaching to empowered customer for service quality development. Furthermore, it embraced with various types of creative service innovation are creative workplace for innovation, impressed experiences, and integrated service tasks. Last but not least, to proactively compete in service industry, implications for developing service quality that promises to capture customer are given.

Keywords: Service quality, Service recovery, Customer – service provider relationship, Creative thinking idea, Innovation

Paper type: Academic



1. Introduction

In services industry, numerous scholars or researchers have relied mainly on customer satisfaction, absolutely; including practices of human as matters. (Virgo & Lusch, 2016) More recently, significant problem in service industry has arisen from the fast growth of technology in approaches to customer understanding. The "Customer Complaint" has as a result often been concealed. Eccles & Durand (1998) cited that most customers feel that it worse time for complaining to staff, if they have a problem with service, they are likely to say a word, but they chose to tell their friends or family rather than service provider that is the company can't recovery this poor service situation.

This above argument is further strengthened by research showing that customers who complain are more likely to repurchase, even when their complaint same as dissatisfaction. Similarly, comprehensive customer feedback will be essentials as a mean of listening and understand them. Eccles & Durand (1998) also explained that comparatively, customers will tell more people about their successful recovery service than they received good service in the first time, and customer will tell 5 people about the way was recovered, whereas the will tell 3 people if they received good service initially. Furthermore, research data from TARP worldwide incorporation about service industry data in 2007 has been pointed out those customers who do complaint and their problems satisfactorily resolved, 43% indicate they will repurchase whiles customers who do not complaint, only 21% indicate they will repurchase. Therefore, service recovery is the challenging as the matter most for service provider.

Indeed, service quality is a major indicator for customers' evaluation. Definition of quality is criteria in the economic development, especially; it is difficult to make a consensus the boundary between qualities of product as opposed to service quality. Service quality is the value of a service to customers. This is inherently subjective as it is driven by customer's need, expectation and perception. (Simplicable, 2017). Moreover, Schneider & White (2004) cited that service quality is descriptive based on the fact; service quality is for diagnosing the way the organization performs, whereas the customer satisfaction construct is for diagnosing the way customer feels, and judgment of how the service affects the customer's emotion, whereas

Leiden & Vance (2001) cited service quality emerged as the result of the interaction between consumer and service provider. Moreover, Parasuraman et al. (1985) viewed service quality from customers' views is an inference regarding the superiority of a product or service based on a rational assessment of characteristics or judgment response similar to attitude.

The author agreed that service quality is the comparison between customer expectation before service receiving and customer actual experiences after service providing. Desperate the importance of service quality as the most key success factor of business, the precise extent of quality has proven to be an arduous task for entrepreneurs in the global competition.

2. Review procedure

To identify the service quality development approaching, service recovery was reviewed. The scope of this review spanned the marketing, service quality, domain of service recovery approaching, customer complaint, and creative service innovation. Helkkula et al. (2012) mentioned that service can transform in response to technology and globalization. The goal was to review and synthesize relevant research results from publication. With this aim, and relying on the literature review, and experience of customer relevance was started by recognition on customer complaints. Research results and conceptual articles was accumulated, customer behavior observation was emerged from the actual customer interaction, with some exceptions, divergent business type, diverse customer expectation, and readiness of service provider, including physical environment. Despite these limitations, a critical analysis of service recovery approaching identified five approaching: comprehension skill, customer-service provider relationship, empowered customer- employee, creative innovation, and creative workplace. (Leisen & Vanc, 2001, & Hertog et al. 2010). In the subsequent section, details of each tool will be discusses.

3. Service Recovery Approaching

Over 20 years, service recovery concept has grown in service industry because of chronic service failure, no matter how superb service performances, customers have diversity in preferences, and lifestyles. So



this reason, service provider has to work under varying these circumstances, resulting to service failure can occur anytime, thus service recovery will be taken action, moreover, the cost of seeking and attracting new customers greatly exceeds 5 times the cost of retaining existing customer.

De Matos et al. (2007) found these assumptions relating to customer loyalty intention that service failure leads to customer loyalty intention decreasing, whiles service recovery leads to customer loyalty intention increasing, however last finding assumption is somewhat of a paradox, effective service recovery results in customer loyalty intention and customer satisfaction which are more favorable than failure would be occurred. Sometimes, contradiction leads to different one, which two opposite dilemmas can be the catalyst for outstanding breakthroughs. The author agrees that paradox drives to creativity, perhaps listening to why customer is frustrated with how to make it better is the valuable information for service quality development.

Additionally, Solomon, M. (2013) described some fundamental principles for customer understanding for example, usually many customers are recognized only defective service performance, hence service provider

does not put effort to explain about company structure because customer no need to understand how company run, and entrepreneur should not train new staff in front of customer (s) as results of service provider works under pressure, and lack of professionals' reliability, including avoid imagine what solution customer want without asking, etc.

Indeed, entrepreneur cannot replenish all five gaps of service quality without know actual cause of service failure therefore a simple sentence "How was everything?" it is the direct way to solicit complaints. Moreover, some companies may increase number of call center, or extend 24 hour for report problems with technician. Opportunities for customer complaints abound, whereas, some customers prefer to make a letter direct to company, make phone calls, or post it both on and off network online channel, etc.

While having service recovery should be important in service quality improvement, perhaps entrepreneur may propose diverse marketing strategies approach to service recovery, as shown in figure 1.

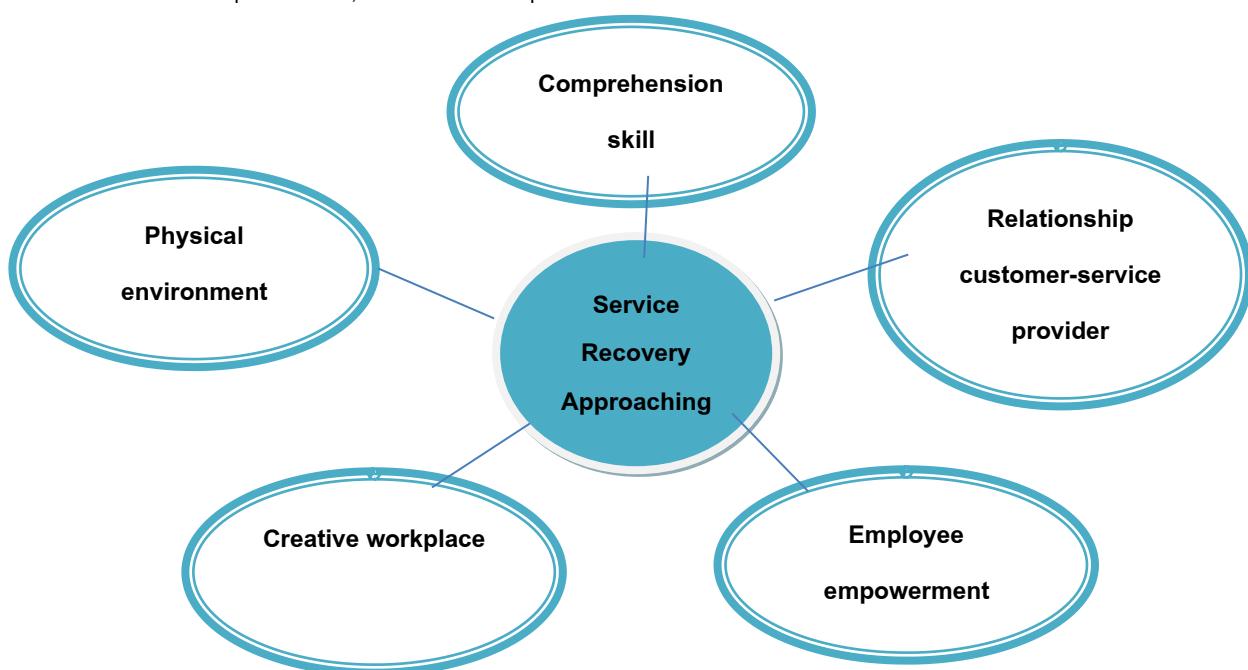


Figure 1: Service Recovery Approaching

Source: (Adapted from Leisen & Vanc, 2001; Hertog et al., 2010)

With respect to all of these service recoveries approaching, they are paramount service quality development to problem satisfactorily resolved with customer complaining as the following: 1). Listening to customer act as advisory panels 2). Settlement guidelines of customer-service provider relationship 3). Training empowered employee for empowered customer 4). Developing creative innovation tool, and 5). Establishing creative workplace.

Listening to customer's voice: what they want

Finding out what customers expect is basically to develop service quality, in fact, marketing research is a vehicle for understanding customer expectation and customer satisfaction about your business story in specific service issue(s). Typically, by using verbal techniques such as focus group, customer survey, or customer behavior observation facilitate in order to uncover inner customer. Therefore, designated research in clear objective, methodology, and concise

Questionnaire must hit to the point. No matter how long of business, how large source of fund, or even what limitation(s). It is necessary to explore the channel for communicative customer, pay attention to listen to customers' voices: what they really want, what their insights. Especially, answer with these 3 question; What, Why, and How.

Outside to inside approaching, traditionally, outside information sources is the fruitful information for service improvement such service features from diverse competitors, technology from local and global supplier includes customer feedback. Although many service providers or entrepreneurs is frustrated to hear complaint, notwithstanding, some voice of customer(s) as the root of creative innovation that is improper service performances or any service problem leads to service recovery process development; there is a need to settle infrastructure to deliver service consistency and dependability.

Customer - Service Provider

Relationship guideline

In market of surplus service provider, rather than surplus demand, entrepreneur needs to predict when, where, how, and why customer wants, rather than what's most efficient for service business. Instead of seeking to impose customer-service provider relationship become supporting customer what their insight. Insight is much

more than understanding what customer currently wants. It covers something different to the new opportunities in business.

Building, maintenance, and developing sustainably customer-service provider relationship, it is on satisfying customer needs over an extended period. It would be another technique to develop service quality with customers. Kulpa (2017) cited customer relationship management (CRM) is all of the activities, strategies and technologies that companies use to manage their interactions with their current and potential customers.

As entrepreneur approaches to the customer long term relationship management, entrepreneur should be curious relentlessly about customer behavior, who is the regular customer, what the reason customer buy and not buy your service, which level of customer involvement prefer to deal with service provider, how close customer expect to receive from server, no more or less. Customer matters, but customer long term relationship matters most.

Coulter and Ligas (2000) proposed the classification of service provide and customer interaction can be categorized into five distinct relationships similar to M.D. Johnson & F. Seines, 2004 suggested that customer and service provider relationship will be developed more trusting from seller to become friendship as the following: professional relationship, casual acquaintance, personal acquaintance, friendship, and partnership.

In this regard, a number of customer-service provider relationships have empirically demonstrated that **professional relationship** is the relationship between service provider and customer emphasis on the functional benefits from provider. While **casual acquaintance** is one type of customer and service provider relationship, the results of this exchange process, customer may has emotion and seek more personal.

Suggestion from service provider. Third type, Gwinner et al. (1998) called this relationship is **personal acquaintance**, customer expects to get suggestions and associated with service provider as well. In addition, **friendship** is characterized that customer request to have strong emotional and social attachment to the service provider. Lastly, **partnership** is characterized that customer-seller relationship has been evolved through information system to deliver highly customized service



performance with continuous adaptation and commitment. Deepened trust and participation in service business is the key to success. (Johnson & Seines, 2004)

Professional relationship

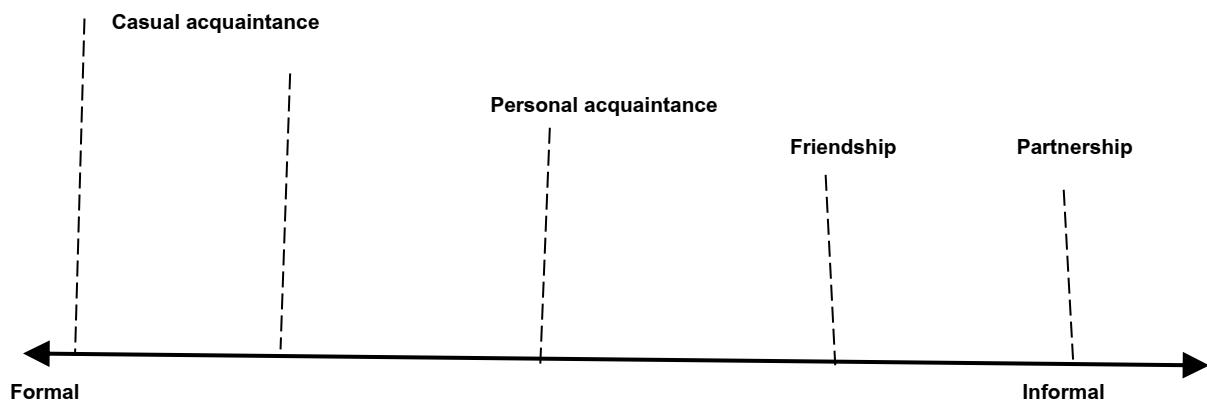


Figure2: The continuum formal relationship to informal relationship between customer and seller provider

Source: (Adapting from Coulter & Ligas, 2000; Johnson & Seines, 2004)

Briefly, the continuum formal – informal relationship between customer and seller provider are described that in the past service provider treat customer as stranger, customer as acquaintances, customer as friend, and finally seller perceive and serve customer as partner. However, the nature of long- term customer relationship is on satisfying customer need over the extended period, which is consistent with service provider readiness. In addition, Coulter and Ligas (2000) considered three factors determine the continuum of customer-service provider relationship as the following are emotional attachment, seeking personal advice (advisory), and socializing outside the service settlement.

Moreover, the customer - service provider relationship ought to be suited with the disruptive changing in environmental marketing and contextual society, nowadays there are many organizations analyze their service providing rely on business model canvas by categorizing customer relationships into six types are **personal assistance** is based on human communication. Customers can interact directly with service provider via in person, by email, line, posting, through call centers, etc. **Dedicated Personal Assistance** is based on human interaction, but takes care of individual customer in order to consistently engage with the standard service. This is the deepest type of customer relationship and service providing over prolong period. **Self-service** is not requiring

a direct relationship with customers. **Automated Services** mixes customer self-service with automated processes. This service can be designed into the specific customer's need. **A community** enables solve the problem and become more involved with specific customers in community such as online communities to exchange. **Co-Creation** can create in its value. This relationship allow service provider to establish a mutually beneficial relationship with customers. (Reid, 2018; Whittaker & Company 2018).

Empowered employee - customer

Service provider is the person who closed and interacts directly to customer, the person who knows what the real or urgent problem is, and is the best person who can approach to satisfy customer(s). In the context of training, one might presume that training is continuous strategy that can develop the communication skill, interaction skill, negotiation skill, creative thinking skill, etc. Service provider training concentrated on service provider's ability in decision making under out of controlling, contingency situation including the sense of empathy in consumer's concerns. There are many forms of training such as short/ long course, coaching, simulated real life, role-playing, etc.

Furthermore, service provider usually is front line staff level, whiles middle manager or supervisor is the

person who provides the reasonability, authority, and delegation to employees. Our interest is in the extent to which empowerment with ourselves own judgments. While all of this compensation may indeed motivate to employee with pleased customers, not only number of customer complaints is decreased, but number of customer loyalty intention is increased well. Keep two eyes on the serviced time value, some cases are needed to solve or give the proper solution at this moment, act fast, smart response for compromising.

As the nature of employee empowerment, it inspires employees, make impossible possible thing happen, enlightened vision, courage collaborated with consumer, and also provides employees to reduce resistance within organizational changing. Churchill, (2001-2015) cited that "*attitude is a little thing that makes a big difference*" ; the outcomes of training are not only knowledge and skill but attitude and emotion well. Moreover, employee employment resulted in increased in employee motivation toward to change, if they are satisfied with training they received, their overall service providing will be satisfied. Many researchers show the positive relation between employee satisfaction and high productivity, low turnover, and low absenteeism.

Aforementioned, empowerment is a critical component of the successful changing process. Empowered employees are more able to adapt and less likely to resist change with freedom in idea brainstorming, knowledge sharing practicing, historical experiences solving, decision making skill development are one perspective of training employees. All activities engage in more customer – service provider relationship, the opportunity learning from mistake exists for make service providing better for empowered customer.

Especially, empowered customers engagement, too, can be treated empower them by information system, which links customers around and create potential customer community.

Empowered customers no longer are dependent on local seller only, advanced technology made their life easily since diverse service sources customized service ordering, short service process, flexible service payment, or even after sales service. Empowered customer is the real determinate in trends and service specification.

Creative Innovation



Einstein (1931) stated that "You can't solve a problem with the same thing that created it, and more described that "imagination is more important than knowledge, knowledge is limited but imagination encircled the world, it forms new images in our minds that have not been previously experience, or at least only particularly or in different combination. It is free from objective constraints". According to the World Economic Forum (2016) conducted the Future of Jobs report was shown what skills will be most important in the workforce by 2020. Creativity came in third, after critical thinking and complex problem solving and agreed that creativity is the first step toward innovation, therefore, creativity management is a core element of successful innovation management (Oak, 2007) In addition, Howard et al. (2008) cited that there is no creativity, no potential for innovation. The author concise that imagination leads to creativity, creativity leads to innovation, innovation leads to new perspective: comprehend other insights, see thing differently, think different things, and created the novel competitive advantage, or the first mover in economic industry.

Fisk (2011) described that creativity is the divergent process, require many different indeed ideas are the best catalysts for the best opportunities or solutions. There are two thinking approaches to creativity are as the following: logical and lateral thinking. Logical thinking is the structure, program, and consistent process, organized, managed information, its cause- effect relationship, whereas thinking is the less formative, less structured, brainstorming ideas. It is essential source of innovation, outstanding solution. It sparks to break out of a patterned way of thinking.

Throughout the creative innovation, it is really important for blending both two approaching for improvisation, however, entrepreneur must inspire his employees to generate many divergent ideas, innovative propositions, and implement it into profitable streams of revenue for service industry. Moreover, business model is a core successful business and sustainable differentiation. Business model is the fundamental value proposition to customer: capability of service provider or resources, quality of service performance, completeness of service promising based on five dimensions of SERVQUAL instrument measurement, Furthermore, Miles, (2006)

described that the importance of innovation in services industry is emerging in academic recently, and it is the fact that in the service industry, creativity is an integral part of service development (Zeng et al., 2009).

Hertog et al. (2010) defined service innovation is a new service experience or service solution with six types consisting of new service offering, new customer interaction, new business model, new revenue flow, new system, and new technology and platform.

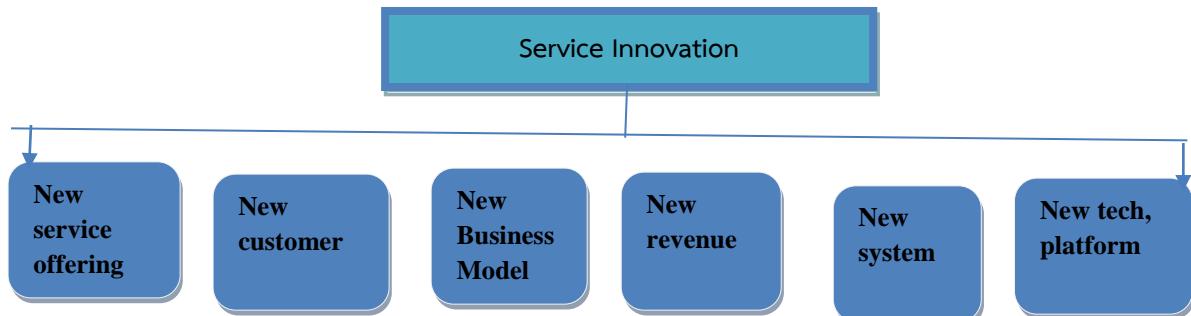


Figure 3 Six types of service innovation

Source: (Adapted from Den Hertog et al., 2010)

Initially, from figure 3, service providing creates the customer experiences is the most memorable, therefore, service designer or service creator must eliminate negative moments and reinforce positive moments. Frei (2008) defined new service offering that the service provider design how serve to customer, whiles many scholars mentioned about new or novel service offering in assemble with individual service serving with others in a new service performance, for example, The Ritz Carlton hotel service, all trained service providers welcome guest to the hotel with first impression since taxi driver will alert to doorman, and receptionist for greeting with customer name and soft smiling. Although it is single customer- service provider experience, each experience can be useful in individual future offering for improvement, by same or different service provider across the hotel.

Second, a new customer interaction between service provider and customer, and the role of customer can create the valued innovation Hertog et al. (2010) and the business service itself also support for innovation, for example, Mobile-Banking, or E-Ticket purchasing via mobile phone, including self-service in Jewel supermarket with flash lane opening.

Third, a new business model, or new partner to join venture in idea, capital, or opportunities for better service performance, for example, in 2006, The Walt Disney company agreed to buy Pixar Animation Studios for approximately \$7. 4 billion; namely; Pixar, a wholly-

owned subsidiary of Disney Company, is a studio with the world-renowned technical, creative and production capabilities in the art of computer animation and creators of the most outstanding animation films such as Toy Story, A Bug's Life, Toy Story 2, and 3 Monsters, Inc., Finding Nemo, Ratatouille, Brave, and Monsters University, etc.

Fourth, a new revenue flow, Hertog et al. (2010) described that balances difference between revenue streams to maximize income. Service business cannot success without innovate cost controlling effectively, thus it is an essential concerning how to make a profit, what is the operational technique, financial program, or any information analysis tool to reduce the direct and indirect cost and add the speed, or productivity for service performance, for example, Disney does across targets: media, clothing, entertainment, resort, or low cost airline; Virgin airline, Air Asia Airline, including Amazon.com, and E-Bay offer significant discounts for their customers.

Fifth, a new system, usually business consists of employee, organization, and culture. This dimension is regarded to put the right man in the right job with the new structural organization for service delivery, for example, Edvardsson and Enquist (2009) Edvardsson and Olson (1996) mentioned that IKEA different from other retailers (competitive advantage) in term of innovative retailer concept in motivate customer to assemble his own furniture, empower employee, and create culture of how to serve and approach customers.

Last one, a new platform or technology, this dimension pinpoints in technology, it has enabled service innovation in process, add advanced multi-channel management, customization of ordering, speed of development for example, medical service sector; make appointment to see doctor, check lab-tested, or x-ray result via online system, etc.

Yet, six dimensions of service innovation are able to apply for innovated service providing in single dimension or combine with many dimensions, it relied on the business model, and customer preferences. The good examples about service innovated company such as Larry Page, co-founder Google company understand in customer questions and give them back with answer machine, Google is well known as the world's leading search source, and gains revenue on every click through advertisement (new revenue model), HP Company earns profit earns profit from printer selling, even though the real strategy is to sell cheap hardware and ink cartridges (new product / service offering), FedEx company charges premium fee for overnight delivery that pay for infrastructure to delivery (new delivery system) Fisk, P. (2011), or Vidal Sasson is British barber who cut customer hair after drying that is different from others, and produce hair care product under brand Vidal Sasson (new customer interaction and new service offering), etc. Consequently, all of these numerous companies actively push innovated solutions to satisfied customers; provide service valued until customer can perceive them, rather than the price they pay. The same service features can be given to different customers in different performances much more achieved than effort to give the same service manner to everyone in the same way.

Creative workplace

Irrefutably, the most important primary source of competitive advantage of company is innovation; it drives the sustainable growth and profitability for service sector. Creativity generated better ideas and intellectual capital. How does creativity occur in company? It is more difficult than other marketing strategies because of no exact formula calculation, and customer preference is a fast changing, it depends on customer expectation and customer experience. However, creativity is come from active employee with positive attitude.

With this motto, "Customer is Always Right!" this general marketing wording is embedding in service provider minds, or even "Customer is the King". Training with service providers must give the impressed service with suppresses inner feeling, respond with smiling and fulfill customer needs even without the desire to perform.

Wegge et al. (2007) cited that entrepreneurs monitor their employees whether to ensure they do not respond inappropriate manner. The author agrees that delighted customer often begins with happy employee.

Currently, building happiness in workplace is the interesting agenda for many international businesses, working with no boundary and pressure always come with high productivity as the results of abundant imagination and creation as the following:

Google was founded by Larry Page and Sergey Brin in 1995 while they were Ph.D. students at Stanford University. Company mission statement is "*to organize the world's information and make it universally accessible and useful*". (www.notablebiographies.com) Google gives new meaning of office; Google brings home to workplace with three free meals and Starbuck coffee every day, colorful furniture with relaxing room for employee encouragement with idea free flowing in any task-based creative project team.

Apple Incorporation was founded by Steve Jobs, Steve Wozniak, and Ronald Wayne in 1976. It designs, manufactures, and sell personal computer, mobile communication and media devices, portable digital music players, and variety of related software and service providing, including iPod (media player), iPad (tablet computer), iPhone (smart phone) namely; iWorld of Steve Jobs . Apple employees always share their passion for designed products that change people's lives better with diversity is critical to Apple people success. We believe deeply that inclusion inspires innovation.

Whilst the characteristics of innovative workplace should be flat level of management with flexible planning based on project team rather than bureaucracy with strategic planning. In fact, workplace will be support in encouraged diverse employees with their sense of ownership, trust, empowerment, autonomy, and freedom, recognition in their attitude and ideas rather than status or benefit compensation motivation. Briefly, creative product or service is the outcome of enthusiastic people who work

under creative culture within creative workplace. However, entrepreneur needs to ensure that its resource, tool, service provider, and service development lead into commercial success in term of consumer perception and customer satisfaction.

4. Discussion and implication

To fulfill customer satisfaction and repurchase, both entrepreneur and service provider need access to a variety of service quality development tools. This study has built on the changing customer behavior in intensive competitive business worldwide. In so doing, customer do complain and receive the recovered service, they are likely to repurchase rather than customer who do not speak out. Managerially, how these fundamental concepts explicated and apply, it relied on many factors, it encompassed with customer expectation, customer perception, business type, entrepreneurship, and service provider readiness. Through these sorts of service recovery approaching, an organization can enhance the quality of service with appropriate service recovery tools for outstanding serviced competitive advantage.

5. Conclusion

This paper begins by explaining the importance and concept of service quality in which service provider is delivered. A need for such service recovery has been highlighted to fill these service quality failures for customer satisfaction accomplishments are related to service quality development.

This study has also shown service recoveries techniques are initiated with understand customer insights. Gathering of information from unhappy customers, there are several reasons why only few customers complain or express their responses because they believe that it wastes time, and entrepreneur will not take any solution for better, or they do not care for their own customer rights. These factors lead to service failure.

As for the importance, this inevitably varies in customer feedback and consequently to service provider response may vary to suit with each status. To appreciate more fully service quality, diverse techniques should be conducted for instance; customer – service provider relationship sustainability is related to long –term relationship orientations by service provider. Johnson and

Seines (2004) classified this relationship into 5 categories are professional relationship, casual acquaintance, personal acquaintance, friendship, and partnership, however, today many marketer categories customer – service provider relationship into 6 types are personal assistance, dedicated personal assistance, self-service, automated services, community, and co - creation are based on business model canvas.

This particular study indicated that service provider capable of fulfilling service quality, determinate in future service performances consequences, so entrepreneur should also be trust in your trained employees by providing empowerment, recognition with sincerity. The implication of this paper suggest creative innovation can more developed service quality to customer, based on six types of service innovation that can be nurtured as the following: new service offering, new customer interaction, new partner, new revenue model, new delivery system, and new technology.

Finally, this study reinforces the creative workplace that is consistent in service quality development, thus entrepreneur can encourage their people to create freedom of imagination flow, and positive attitude. As a result of happiness in workplace, this in turn, it would be valuable service delivery. With respect to empowered service provider, they will be more fully giving impressed service to empowered customer today. Correspondingly, a contextual service recovery and service quality development has emerged to be recognized in service industry.

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