

出國報告（出國類別：國際會議）

出國參與第 12 屆服務系統與服務管理國際研討會

服務機關：國立高雄應用科技大學

姓名職稱：蘇俐嘉 研究生

派赴國家：上海

出國期間：2012/7/1 - 2012/7/4

報告日期：2012/7/27

摘要

ICSSSM 在世界上已成為一個主要的服務體系和服務管理的年度會議，2012 年第九屆服務系統與服務管理國際學術會議在上海舉行，由同濟大學主辦並邀請來自世界各地對於服務領域及服務管理議題有興趣的學者能同聚一堂，並且交流彼此在學術上的學識及研究發現。有幸本研究獲得主辦方之青睞，於三百多篇論文之中脫穎而出，獲得出國參與研討會並報告研究結果的機會。

由於參與國際會議需要花費大量之經費，於是申請了公費補助並獲得補助機會得以出國參與研討會，透過這趟學術交流之旅開拓自身視野，發現各個國家服務產業的發展並從中學習在於不同風俗民情、文化思維之下如何發展服務業務。期待能透過這份報告將所見所聞記錄下來，有助於實務領域上之應用並分享所學習到之新知識。

目次

摘要.....	2
目次.....	3
本文.....	4
壹、目的.....	4
貳、過程.....	4
參、心得與建議.....	7
附錄.....	8
一、出國發表相關照片與說明	
二、ICSSSM12 秩序冊(部份文件)	
三、出國發表研究報告全文	
四、出國發表 PPT	

壹、出國報告目的：

學生在校期間，學習如何撰寫論文及如何完成一份研究，由自己有興趣的領域著手提出自己的疑問，並藉由研究過程解答自己的疑問。會將研究投稿至國際研討會是因為發現服務界領域的相關文獻不足之處，期待自己的研究能被更多人知道，並在老師的鼓勵之下放眼國際而不想只將其局限在國內的研究之中，所以將自身研究做個更加透徹的深入研究，並期待能透過出國報告宣傳學校及台灣。

貳、出國報告過程：

在此份報告中，我將把整體議程分為三個部份各別描述，依序分別為專家主題演講、議程中個人研究發表及議程中聽取其他研究者報告收獲，詳細如下：

- 一、議程中專家主題演講：一共請到四位專家來演講不同的主題，分別為下一次工業革命：綜合服務和商品、客戶體驗：電子商務成功的關鍵、管理共享服務系統：挑戰與機遇及第四個為移動社交網絡和電信服務，此次學生參與其中兩場，於下側簡述其演講重點與個人心得收獲：

(一)下一次工業革命：綜合服務和商品

1. 重點摘要：一個經濟體的產出或產品可分為服務產品和商品。到今天為止，服務和商品的產品，在大多數情況下，分別大規模生產。然而，在第一次和第二次工業革命分別側重於發展和商品的大規模生產，第二或第三次工業革命的重點是整合服務和/或貨物，在這 21 世紀第二個十年已開始。學者並在研究中提出一個新的概念，稱之為一“servgoods”，他認為未來商品與服務兩者是密不可分並且共同被提供的。
2. 心得收獲：聽了演講者的演講之後，思考在實務現象中其實服務與

商品的確已是密不可分的，然而因為已經太過於基本所以大家根本沒有察覺到，舉例來說：王品集團賣的牛排也許與其他的牛排館大同小異，但顧客會較喜愛的原因是為了要享受他們的服務，所以服務對於牛排來說等於賦予了其附加價值。

(二)客戶體驗：電子商務成功的關鍵

1. 重點摘要：在中國，電子商務與日俱增，演講者研究了顧客經驗在於電子商務中佔有具大的影響，並提出幾個例子說明影響顧客的主要因素並提出該如何有系統的改善顧客體驗。
2. 心得收獲：顧客經驗這件事在許多先進國家已被研究多年，但如何提供良好的顧客經驗，增進顧客的再來率仍是需要再被深入研究的。尤其是在電子商務的部份，由於缺乏人員銷售也沒有店鋪經營要做到行銷本來就有點困難，也無法明確培養顧客的忠誠度，這時若顧客在過去的購買經驗是銀好的，那麼會增強顧客下次的購買意願。

此次演講主題都非常的契合當代的社會服務主導的邏輯之下，需要關注的議題，在聽完兩場主題演講除了學識上的收獲以外還能學習到演講的台風及演講的鋪陳，如何做好一場完美的演講其實也是很重要的，最佳的演講者是唱作俱佳並且能與台下有良好的互動，使整場演講能更讓人投入並參與其中；演講的結構亦是非常重要的，起、承、轉、合環環相扣，也讓我發現自己準備的發表不足之處。

二、 議程中個人研究發表：

(一)研究摘要：本研究選取飯店業為例，並提出供應商能力因素及服務特性來探討外包的影響因素，由於過去的研究多以製造業為例，但製造業與服務業由於服務特性的干擾有著明顯的不同，抽取四大服務特性中的無形性與不可分割性並分析出若廠商擁有立即反應顧客需求能力、客製化能力、評估與控制能力及目標相容性這四大背後影響因素，會驅使飯店業將營業活動外包。當然這並非唯一的影響要件，也建議後續的研究者能從更多不同的角度看待服務活動外包。

(二)心得收獲：個人研究發表部份，除了論文的撰寫之外還有與人分享的過程，從上台藉由 PPT 報告一直到下了報告後私下的交流，讓我深刻的學習到分享，其實是件很開心的事。特別是當你的研究被認同的時候，大家基於相同的知識基礎，聽到彼此分享相似的實務現況再結合你所推導出的理論證據而感到心有戚戚焉時，這些都讓我覺得此趟的學術之旅是非常充實的。

三、 議程中聽取其他發表者之心得收獲：在議程中，其實同一時間之內有許多的場次同時進行著，老實說有許多有趣的議題非常的難以取捨，最後只能從中挑選自己較有興趣的來旁聽，而在這幾天的研討會中聽了四位其他發表者之研究，下面將提出四位發表者中其中一位最令我感興趣的研究摘要及心得收獲。

(一)摘要：工業領域服務網絡績效測量、績效層面與服務供應商指標，在這場發表中，研究者提出在於服務供應商的選擇其實有許多的指標存在，他盡可能的列出這些指標也提出因為公司可能擁有不同的策略、聚焦在不同的層面所以選擇不同的指標來測量績效(例:成本構面)。

(二)心得收獲：我覺得在聽其他人的發表時遇到一個困難點在於當其他人的研究領域與我們的比較不一樣時（比如：工業製造等），有些專有名詞及他

所採用的字是我聽不懂的，這時 PPT 的輔助就很重要，而這也讓我學習到如何製作出優良的 PPT 可以讓台下的聽眾即使聽不懂也能夠理解研究的重點為何；第二個收獲方面是在於如何於演講者結束後進行回饋及提問，我覺得除了語言上的障礙之外，最難的是如何將想問的問題完整地表達出來，因著語言上的隔閡或許需要更多的詞句來描述自己的問題，所以在於提問方面我覺得也是一門學問。

三、心得及建議：

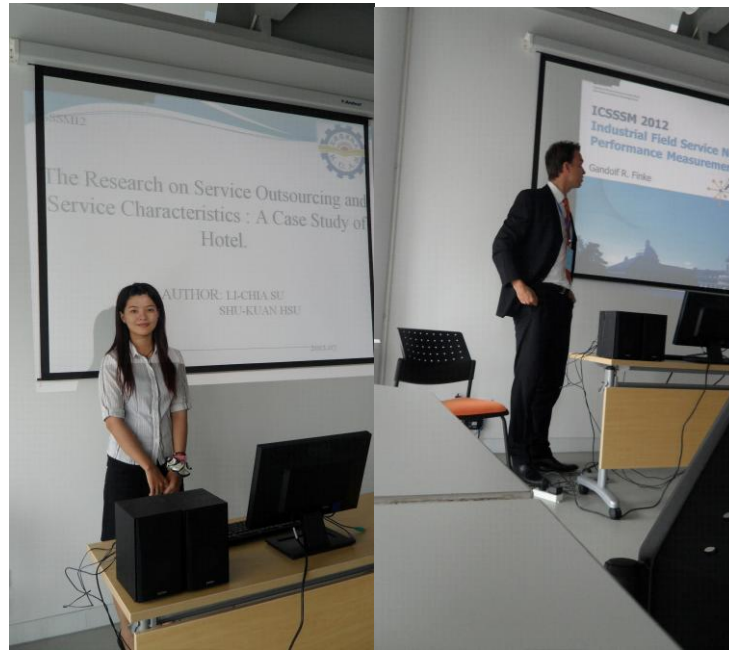
「讀萬卷書不如行萬路」，古人說的話總是有他的道理，透過這趟出國報告的旅程，從中發現自己的不足也看見了其他報告者的優點，期待自己能在這次的國際研討會中有所成長。在寫作的過程中亦碰到許多的困難，幸虧有指導教授許淑寬老師從旁協助，才能順利完成並取得出國報告的機會，這趟研討會當中也因為老師的指導能夠順利發表且與國外的學者交流，雖然大多時間為在旁邊聽老師與他們的談話，但藉由旁聽的過程亦收獲良多。

建議未來學校能多促成學生出國參與研討會的機會，能使學生們多增進他們除了課業上的學識，還能夠跟我一樣見多識廣，使他們除了課業上的增進以外還能與國際接軌。

附件一、出國發表相關照片與說明

出國報告過程	照片說明
<p>完成報告及準備上台發表相關事宜（如演講稿準備）</p>	 A close-up photograph of a woman with dark hair, wearing a black and white striped long-sleeved shirt and a pink watch. She is looking down intently at a white document she is holding in her hands. The document has some text and a red stamp on it.
<p>抵達上海同濟大學並準備上台發表</p>	 A photograph of a wall in a hallway. The wall is made of light-colored tiles. Large black Chinese characters '同濟大學' (Tongji University) are mounted on the wall. Below the Chinese characters, there is a smaller sign that says '同濟大學 Tongji University'.

上台發表並與其他參與此國際研討會之學者相互交流



完成發表
學成歸國



附件二、ICSSSM12 秩序册（部份文件）

Conference schedule

July 1, 2012

Time	Program	Venue
13:00-21:00	Registration	Meeting Room 2 (3/F), Days Hotel Tongji Shanghai 同济戴斯酒店三楼 2 号会议室
18:00-21:00	Welcome Reception	Sunshine Restaurant (2/F) Days Hotel Tongji Shanghai 同济戴斯酒店二楼阳光西餐厅

July 2, 2012

Time	Program	Venue
08:00-12:00	Registration	Meeting Room 2 (3/F), Days Hotel Tongji Shanghai 同济戴斯酒店三楼 2 号会议室
09:00-09:10	Welcome speech by the President of Tongji University	Conference Hall (3/F) Tongji Mansion Block A 同济大厦 A 楼 (三楼报告厅)
09:10-09:20	Opening speech by the Dean of School of Economics & Management, Tongji University	
09:20-09:30	Speech by the Conference Chair	
9:30-10:15	Keynote Presentation 1 The Next Industrial Revolution: Integrated Services and Goods, By James M. Tien	
10:15-10:35	Tea Break	
10:35-11:20	Keynote Presentation 2 Customer Experience: The Key to Success in E-commerce, By Gang Yu	
11:20-11:50	Photo taking	Tongji Univ. Gate, Siping Rd

		同济大学四平路校门内
12:00-13:30	Luncheon	Sunshine Restaurant (2/F) Days Hotel Tongji Shanghai 同济戴斯酒店二楼阳光西餐厅
14:00-15:30	Session 1	Conference Rooms (4,5/F) Tongji Mansion Block A 同济大厦 A 楼（四楼，五楼）
15:30-15:50	Tea Break	Rest Rooms 409, 508/509 Tongji Mansion Block A 同济大厦 A 楼(409, 508, 509)
15:50-17:20	Session 2	Conference Rooms (4,5/F) Tongji Mansion Block A 同济大厦 A 楼（四楼，五楼）
18:00-21:00	Conference Banquet	Sunshine Restaurant (2/F) Days Hotel Tongji Shanghai 同济戴斯酒店二楼阳光西餐厅

July 3, 2012

Time	Program	Venue
09:00-10:30	Session 3	Conference Rooms (4,5/F) Tongji Mansion Block A 同济大厦 A 楼（四楼，五楼）
10:30-10:50	Tea Break	Rest Rooms 409, 508/509 Tongji Mansion Block A 同济大厦 A 楼(409, 508, 509)
10:50-12:20	Session 4	Conference Rooms (4,5/F) Tongji Mansion Block A 同济大厦 A 楼（四楼，五楼）
12:20-13:30	Luncheon	Sunshine Restaurant (2/F) Days Hotel Tongji Shanghai 同济戴斯酒店二楼阳光西餐厅
14:00-14:45	Keynote Presentation 3 Management of Shared Service Systems: Challenges and Opportunities, By Chung Piaw Teo	Conference Hall (3/F) Tongji Mansion Block A 同济大厦 A 楼（三楼报告厅）
14:45-15:30	Keynote Presentation 4 Mobile Social Network and	

	Telecom Services, By Jianmin Jia	
15:30-16:00	Tea Break	
16:00-16:20	Announcement of the outstanding paper Award	
16:20-16:45	Welcome speech from the organizer of ICSSSM2013	
17:00	Taking the bus to the Shanghai Oriental Pearl Tower	
18:00-21:00	Conference Banquet and Tour in Shanghai Oriental Pearl Tower	Shanghai Oriental Pearl Tower Revolving restaurant 上海东方明珠塔，旋转餐厅
21:00	Taking the bus back to the conference site	

July 4, 2012

Time	Program	Venue
09:00-10:30	Session 5	Conference Rooms (5/F) Tongji Mansion Block A 同济大厦 A 楼（五楼）
10:30-10:50	Tea Break	Rest Rooms 508/509 Tongji Mansion Block A 同济大厦 A 楼(508, 509)
10:50-12:20	Session 6	Conference Rooms (5/F) Tongji Mansion Block A 同济大厦 A 楼（五楼）
12:20-13:30	Luncheon	Sunshine Restaurant (2/F) Days Hotel Tongji Shanghai 同济戴斯酒店二楼阳光西餐厅

Session 1							
Date	July 2, 2012						
Time	14:00-15:30						
Session	1-1	1-2	1-3	1-4	1-5	1-6	1-7
Venue	502	506	507	511	512	408	411
Session title	Track 1	Track2	Track3	Track4	Track5	Track6	Track7
Session Chairman	Jin Zhen	Michael Kalochristianakis	Yongjian Li	Yulin Zhang	Maozhu Jin	Yu Qian	Xin James He
1	Optimizing green production strategies: a simulation-based study Wei Yang	Research on Component Design Method of Inventory Management Based on Business Model and Cluster Algorithm Siqi Liu	A Study on Division of Cooperative Profit in Supply Chain Based on R&D and Promotion Investment Fengxian Xiao	Needs-Focused Innovation Strategy and Business Performance Michael Byung-Yoon Lee	Multiple Modeling for Telecom Purchasing Performance based on Fuzzy Neural Network Jianqing Cao	Development of Online Exchange Justice Scale Jin Yan	The use of Importance-Performance Analysis (IPA) in evaluating bank services Chiahuei Wu
2	A joint model of optimal pricing, ordering, and free gift card Xin An	Simulation modeling and analysis for ordering decision of manufacturer with supply, demand and exchange rate risks Yanchun Pan	Industrial Field Service Network Planning: Existing methods in Supply Chain Planning and Modeling and their applicability for field services Philipp Hertz	Research on relationship of gratification sought, gratification obtained and microblogging user behavior Qinghua Wang	The Research on Service Outsourcing and Service Characteristics: A Case Study of Hotel Li-chia Su	A Study on the Operation Mechanism of Website Brand Equity Based on S-O-R Paradigm Xiaoqing Tian	Industry cluster research and analysis of the impact on business performance: with Reference to the solar industry Hui-mei Hsu

附件三、出國發表研究報告全文

The Research on Service Outsourcing and Service Characteristics: A Case Study of Hotel

LI-CHIA SU

Graduate student of Human Resource Management National
Kaohsiung University of Applied Sciences, Taiwan
lililove525@yahoo.com.tw

SHU-KUAN HSU

Assistant professor of Human Resource Management National
Kaohsiung University of Applied Sciences, Taiwan
skhsu@cc.kuas.edu.tw

Abstract—Service activities within the hotel industry are divided specifically and professionally. With growing business of the professional service firms, professional knowledge of service suppliers benefits the service outsourcing. And, outsourcing service activities becomes a common business decision. This research presents five case studies of hotel companies when making their service outsourcing decisions. From the view of service characteristics and service supplier firm's capability, this study try to understand service outsourcing decision-making. Through literature review and case studies, conclusion were draw: The degree of outsourcing will greater when (1) service supplier firm has high capability of customization; (2) service supplier firm has high capability of immediate responsiveness; (3) service activities are more assessable; (4) service suppliers' goal is more compatible with service organizations.

Keywords-service characteristics; outsourcing professional service firm

I. INTRODUCTION

In recent years, professional service firms (PSFs) have been growing at a fast rate in business, and interests to study this trend are also growing in academia [1]. The growing of professional service provider firms benefits the whole service organization; through outsourcing strategy, organizations can achieve lower cost and higher efficiency which increases their competitive advantages. The service buyer firm can focus on its core business activities and strength its competitiveness while the service supplier firm has high capability, and professional knowledge to support. Supplier's expertise increases the buyer's competitiveness and this buyer-supplier relationship could enlarge the economy of scale for both parties [2].

In recent literatures, most researches on outsourcing strategy were studied from two perspectives: Transaction Cost (TC) and Resource-based Views (RBV). TC perspective emphasizes on efficiency. Outsourcing could save capital spending based from supplier's scale of economy, and the buyer could decrease costs on operational activities. From saving costs, the buyer makes make-or-buy decision [3],[4]. Resource-Based View advocates core business, resources, and primary activities should be performed in-house [5],[6]. The non-core activities could be outsourced to external suppliers. The buyer focus on its more valuable and core activities to increase its competitiveness [7].

Extending RBV point in service organization outsourcing strategy [8], organization tends to outsource operational activities that requires high level professional knowledge. Focusing on hotel companies, their operational activities are highly specialized (examples: disinfection activities, professional laundry service, etc). Many times, the same specialized operational activity in different hotels may have different make-or-buy decisions. Due to different service characteristics such as intangible and inseparable [9], the outsourcing decision is different in services industry from manufacturing industry. In service industry, when service buyer firm wants to outsource their service business activities, capability of the service supplier firm is considered. Thus, this research takes from service supplier firm's capability to investigate how it relates to service buyer firm's make-or-buy decision.

To better understand the influence of the service characteristics and service supplier capability on outsourcing decision at the service organization, this research is carried out with case studies. The objectives are two folds. One is to present literature of service outsourcing factors from service characteristics and service supplier firm's capability perspective. The other is to provide outsourcing suggestions to service organizations in practice.

II. LITERATURE REVIEW

Outsourcing refers to procurement of services or products from independent outside suppliers [2]. In the service organizations and studying from RBV aspect, service buyer firms can focus and spend resources on their core competences. In non-core business activities, the service buyer would receive professional knowledge and capability from external service provider; this knowledge does not have to be developed within the buyer's firm.

From study of inter-organizational relationship, supplier selection is the key to influence outsourcing performance. Supplier's capability is an important factor in make-or-buy decision. Due to service nature, it makes service outsourcing different from manufacturing's. In this research, service natures of inseparability and intangibility to outsourcing considerations would be discussed.

A. *Inseparability and outsourcing*

Choosing external suppliers or in-house to perform the service activities is related to the inseparability of the service [10]. In general, inseparability means the service production and consumption are bundled with each other, and service production and consumption would produce at the same time. Service and consumption are bundled and offered to customer. Service is different from product in manufacturing; the production of services cannot be separated from consumption at different location. Thus, service supplier firms must have capability in providing customized solutions to service buyer firms and satisfy their situation, goal and task requirement.

On the other hand, the service production and consumption transact at the same time, thus, the end-user would participate in service production while consuming the services [11]. In another words, when end-user has requests to his or her consuming services, the service provider must provide immediately. If the service is being outsourced, the service supplier firm would need to face end-user's requests, not the service buyer firm. Thus, the service suppliers not only need to have professional knowledge but also they should adopt to real time response to fulfill instantaneous service requests.

From the traditional outsourcing point, the supplier's best advantage is to mass produce standard products, and this would lower the cost of product and draw buyer's attention. Due to inseparability, to ensure supplier's service quality, service buyer needs the external supplier to have the capability to customization and to provide in time response. Therefore, even service supplier firm has the professional knowledge, but also they should possess customization capability and provide in time solution to meet service buyer's needs.

B. *Intangibility and outsourcing*

Intangibility describes services is neither touchable nor made of physical substance [12]. Due to intangibility nature, it makes service buyer firm difficult to manage service quality. Service delivery is a process. And if the service outcome is intangible, buyer firm needs a control process to monitor service provision. On the other hand, in this view an "asymmetry of expertise" between experts and their non-expert clients makes clients unable to assess the skill level of the expert and/or the quality [13].

Thus, if hotel company would like to outsource their service activities, the hotel needs to overcome how to manage service supplier firm's service quality.

From RBV aspect, the strong professional knowledge from the service supplier firm increases service buyer firm in competitiveness. However, if the service buyer firm cannot measure the supplier's performance or meet the review set by the service buyer firm, it would lead difficulty in management to the buyer firm. Then, service outsourcing may not be a good decision to make.

III. RESEARCH METHOD

Case study method can be used to deny or confirm the propositions stage [14]. The nature of this research was both exploratory and examine. Although recent literature has shown factors of making outsourcing decisions, but only a few researchers have studied from service characteristics perspective and fully understand the influences of service supplier firm capability on make-or-buy decisions.

This research is concentrating on case studies and to illustrate the relationship between supplier firm capabilities and service outsourcing. To minimize variance in studied companies, five hotel companies selected from Southern Taiwan above four-star international hotels & resorts and five-star business hotels were comparable in the same category regulated by Taiwan Tourism Bureau Star Rating Guidelines 2012. Further, we observed and studied the same operational activities the case companies operate, which are security, disinfection, public area sanitization, gardening-planting, flower arrangement, tablecloth cleaning, employee uniform cleaning, SPA, gift shop, recreational activities, dish washing, and shuttle service.

The duration of each interviews ranged between 1 and 1.5 hours, before each interview we undertaking an extensive literature search, e-mail communication and in the web search case company's database. The interviewees comprised hotel managers of five hotel, these managers had accumulated significant hotel industry experience. Cases are outlined below (see table I).

TABLE I. THE BASIC INTERVIEW DATA

Case	Type of business	interviewees	Interview duration
A	<i>International</i>	<i>Vice President</i>	<i>1 hour</i>
B	<i>International</i>	<i>Director, General</i>	<i>1.5 hours</i>
C	<i>International</i>	<i>Associate, Guest Room</i>	<i>1 hour</i>
D	<i>business hotels</i>	<i>Manager, Rental</i>	<i>1.5 hours</i>
E	<i>business hotels</i>	<i>Sales Manager,</i>	<i>1.5 hours</i>

A summary of the hotel companies background, like Table II, including hotel established, number of room, and company profile.

TABLE II. A SUMMARY OF THE COMPANY BACKGROUND

company	established	Number of rooms
A	1986	254
B	2009	186
C	2005	293
D	1999	188
E	2003	197

- The hotel A is established in 1986, 254 rooms. And, the hotel is located in south Taiwan national park.
- The hotel B is established in 2009, 186 rooms, is the famous construction group affiliates.
- The hotel C is established in 2005, 293 rooms. First impression of this hotel is sun, sand and sea views, Are self-owned.
- The hotel D is established in 1999, 188 rooms, is the Southern Taiwan highest skyscraper.
- The hotel E is established in 2003, 197 rooms. And, it belongs to the international chain hotels.

IV. ANALYSIS AND FINDINGS

A. *Service supplier capability of customization*

Customization is the seller and buyer co-operate together to create the product which satisfied the buyer needs. For example, the rooms of Hotel D is located on 40th floor above, and their location is so high that its fire safety standard request is different from general hotels. For safety, the security service provider should customize inspection for Hotel D.

“The fire safety standard is very high at our hotel. Many auxiliary systems are directly to the main infrastructure and need its own customized inspection plan. Vendors who cannot provide customized solution are eliminated.”

(Hotel D)

Another examples, Hotel C and Hotel A faced similar problem in gardening. The climate and environment impact both hotels. Hotel A decides to outsource gardening activities, because the gardening firm is willing to adjust formula for matching Hotel A's request. But, Hotel C prefers to do it themselves because no gardening supplier is willing to pay extra attention to handle the gardening formula for this environment. These cases all point to supplier's customization that can be offered from the vendors, regardless of problems to address environmental or climate issues, is important to service buyer firm.

“Plants and trees are sensitive to climate and environment. It requires professional knowledge and experience when taking cares. Initially, we planted our own gardens, but the result was not ideal. Gardening involves

landscaping. Different season has different flowers and different arrangements. We prefer professional to assist us on this.” (Hotel A)

“Because we are near the ocean, when planting garden species or trees, we need to consider sea breeze and high salt content in the air. Plants are not easy to grow here. It is a special case, and generally no vendor would take care this situation.” (Hotel C)

Proposition 1: The degree of outsourcing will be greater for service organizations when service supplier firm has high capability of customization.

B. Service supplier capability of immediate responsiveness

In hotel industry, all kinds of requests or situations might occur. Services are consumed when they are consumed and produced at the same time. If the service activities are outsourced, the hotels would need supplier firm to response to emergency immediately. The immediate responsiveness to unexpected events could be described as immediate support and also the follow-up services. From hotel management point, they would always want to provide immediate responses as customer services were requested. Below are some of the cases.

“If a guest had spilled a drink or a guest had vomited to the ground, we will page the custodian and clear the debris immediately.” (Hotel B)

“...In urgent matters as observing a mouse or snake in the hotel; if we contact a vendor in Kaohsiung, the vendor would need at least two hours to travel with assumption of available manpower. If the vendor does not have enough manpower and need one to two days to react, this is absolutely unacceptable for us because the room cannot be sold unless the situation is solved.” (Hotel B)

“It is hard to execute guest’s request sometimes. Taking laundry as an example; we cannot predict when our guests will send the laundries. If they request a same day service, we would need a vendor who can provide services to us right away. If the vendor cannot go along, we will get problems.” (Hotel E)

“...If our guest thinks there are fleas, we would ask the pest control vendor to come in and clean the room immediately.” (Hotel E)

These examples are urgent issues and require immediate responses. The hotels would ask service suppliers for resolving these problems. If the service suppliers fail to response, the hotels would change the vendor or prefer to perform the tasks internally. However, in these cases, we can find the importance of responsiveness to urgent issues in the outsourcing considerations.

Proposition 2: The degree of outsourcing will be greater for service organizations when service supplier firm has high capability of immediate responsiveness.

C. assessment and control for outsourcing performance

Service activities are difficult to measure due to service nature, intangibility. The measurability leads to the difficult for follow-up assessment. This uncertainty may interfere with outsourcing decisions.

Because amount and quality of information available is diminished in the case of an intangible service, the amount of perceived risk is expected to be higher than with products.

“When outsourcing the house keeping, it requires more management. The requirements need to state very clearly with the vendor to avoid any miss-understanding on quality of the service.” (Hotel D)

“...Disinfection and cleanliness of the clothes can be specified in the contract and checked with a quality inspection. Personnel etiquette is not specifiable. It is impossible to specify in the contract, for examples: 45 degree bow for greeting and smile to customer.... Especially, interaction with customers involves many un-expects and unpredictable situations.... Therefore, we have concerns of outsourcing this and we are worried about how to make the planning.” (Hotel A)

From above cases, we cannot clearly determine and set out requirements for service quality for intangible services. In cases, hotels developed a set of control mechanisms or assess process to monitor outsourced service activities, as cases below.

“We have a procedure for public area cleaning with cleaning frequency and tasks. This procedure is reviewed to create tender specifications. The guest room department is responsible for the public area cleanliness. A super advisor is assigned to the duty.” (Hotel E)

Formal contract is regarded as a legally enforceable, which controls the partners' behavior and performance guarantee [15]. From hotels' concerns, they must set of metrics at first, and then to develop cooperation contracts. Thus, our reasoning is as follows:

Proposition 3: The degree of outsourcing will be greater for service organizations when service activities are more assessable.

On the other side, because of service outcome intangible, service organization prefers to choose the service supplier with compatible goals to make sure service quality. A mutual understanding holds the key for long term inter-organizational relationship between organizations. Understanding beneficial and non-beneficial goal objectives along with common interest would promote business transactions. In the case Hotel C, the managers knew each other and have the compatible goals, the supplier earning more money and hotel C gaining hotel's awareness. This is a win-win situation for both the vendor and hotel; therefore, the expected long term cooperative relationship. However, taking a case from Hotel A, their situation is totally different.

“Our company executive has known the vendor's management team for some time. Thus, we have rent out shop to it. And, since there is no shop selling Hello Kitty products here, so it is easy to reach an agreement for selling their Hello Kitty products in our hotel. It will be the first Hello Kitty store in the region.” (Hotel C)

“Our boutique shop used to be outsourced, but now we have decided to operate the shop internally. The targeted customers here are not the same as in Taipei City. Mostly we sell essential products to our customers, like T-shirts and others. If we sell these items on our own, it is easier to control the qualities and products. Comparing to outsource this business to a vendor, we have no control of what they sell. We would like them to sell some

essential products, but because of the lower profit, they would refuse to sell. Therefore, we have decided to manage the shop by ourselves.” (Hotel A)

Taking the scenario happened at Hotel A, the hotel would like to have a shop which sells essential products to their guests in case they need them. By selling essential products, it would increase the overall customer satisfaction and lead to higher guests returns. In contrast, the vendor’s objective is to make profits. They would like to sell high price fashionable items such as clothes and jewelries to allow higher profits. The two parties have incompatible goals for managing this shop. Thus, Hotel A decided to terminate the contract and started managing the shop by themselves. Hence, when vendor and hotel have a compatible goal, the greater possibility for outsourcing.

Proposition 4: The degree of outsourcing will be greater for service organizations when service suppliers' goal is more compatible with service organizations.

V. CONCLUSION

Factors of service outsourcing decision were studied by considering service supplier’s capability and services characteristics. Through literature review and case studies, conclusions were drawn: the degree of outsourcing will greater when (1) service supplier firm has high capability of customization; (2) service supplier firm has high capability of immediate responsiveness; (3) service activities are more assessable; (4) service suppliers goal is more compatible with service organizations.

From this research’s finding, future research and practical implication are described:

(1) If a service organization would like to outsource their service activities, the buyer shall not only consider service supplier's professional knowledge but also service supplier's capability in providing customization and in-time supports due to service character of inseparable.

On the other hand, if service activities were outsourced, service supplier will face end-user directly; thus, service buyer firm shall have assessment mechanisms to monitor and evaluate service supplier’s performance and service quality. If service supplier and buyer have a compatible goal, service buyer could manage service provider easier.

(2) Among professional service provider firms, the competitive advantage is not only rely on professional knowledge but also capability in providing customization and in-time support.

In order to reinforce service outsourcing researches, this paper used case studies in hotel industry to facilitated in-depth understanding of service activities outsourcing decisions. Because hotel industry has unique characteristics of service activities, recommendations for further studies could test the propositions we mentioned to other service industries, to verify the results of this study.

REFERENCES


- [1] L. Empson, Introduction:knowledge management in professional service firms. *Human Relations*, 2001, pp. 811-817.
- [2] R. Strange, "The outsourcing of primary activities: theoretical analysis and propositions," *Journal of Management & Governance*, vol. 15, 2011, pp.249-269.
- [3] S. Ang, and D. W. Straub, "Production and transaction economics and IS outsourcing: A study of the US banking industry," *MIS Quarterly*, pp.535-552, Dec 1998.

- [4] B. A. Aubert, S. Rivard, and M. A. Party, "Transaction cost approach to outsourcing behavior: some empirical evidence," *Information & Management*, vol. 30, pp. 51-64, 1996.
- [5] C. K. Prahalad, and G. Hamel, "The core competence of the corporation," *Harvard Business Review*, vol. 68(3), pp. 79-91, 1990.
- [6] F. L. Cooke, et al., "Outsourcing HR as a competitive strategy? A literature review and an assessment of Implication," *Human Resource Management*, vol. 44(4):413, 2005.
- [7] J. B. Quinn, "Strategic outsourcing: Leveraging knowledge capabilities," *Sloan Management Review*, vol. 40, pp. 9-21, 1999.
- [8] D. Lamminmaki, "An examination of factors motivating hotel outsourcing," *International Journal of Hospitality Management*, pp.963-973, 2011.
- [9] C. H. Lovelock, "Classifying services to gain strategic marketing insights," *Journal of Marketing*, pp: 9-20, 1983.
- [10] J. Y. Murray, and M. Kotabe, "Sourcing strategies of U.S. service companies: A modified transaction-cost analysis," *Strategic Management Journal*, vol. 20(9), pp.-791, 1999.
- [11] H. T. Keh and J. Pang, "Customer reactions to service separation," *Jornal of Marketing*, vol.74, pp. 55-70, 2010.
- [12] S. Moeller, "Characteristics of services – a new approach uncovers their value," *Journal of Services Marketing*, pp. 359-368, 2010.
- [13] P. S. Ring, H. Andrew. Van de ven, *Developmental processes of cooperative interorganizational relationships*. Academy of Management.
- [14] R. K.Yin, *Case Study Research: Design and Methods*. Sage. 1994
- [15] Gilmore, J. H., & Pine II, B. J., *The four faces of mass customization*. *Harvard Business Review*, vol. 75, pp.91 -101, 1997.

附件四、出國發表 PPT

投影片 1

ICSSSM12




The Research on Service Outsourcing and Service Characteristics : A Case Study of Hotel.

AUTHOR: LI-CHIA SU
SHU-KUAN HSU

2012.07

投影片 2




Outline

- I . Introduction
- II . Literature Review
- III . Research Method
- IV . Analysis and Findings

2

投影片 3

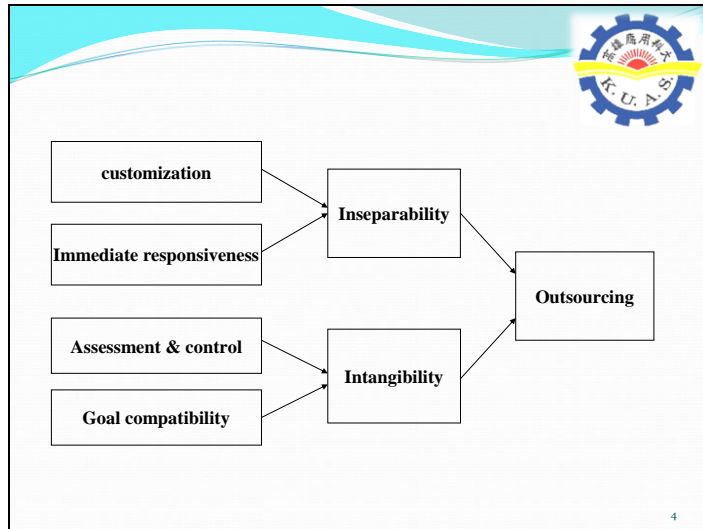


I . Introduction

- Why?
 - Interest & contribution
 - Professional Service Firms (PSFs)
- Service characteristics
 - Inseparability
 - Intangibility
- Outsourcing strategy

3

投影片 4



投影片 5

II. Literature Review

- Outsourcing - Trend Evolution

Issues	Initial trend(70's and 80's): Transnational outsourcing	Current Trend(since 90's): Strategic outsourcing	Future trend Transformational outsourcing
Theoretical background	Transaction cost theory Cost theory	RBV	Relational view Network theory
Kind of agreements	Cost-efficiency evaluation Decision based on price and margin bargain	Value complementary evaluation	Value creation evaluation Alliances and partnerships

投影片 6


III. Research Method

- Case study method
- Case selected
- Operational activities

TABLE I. THE BASIC INTERVIEW DATA

Case company	Type of business	interviewees	Interview duration
A	International hotels & resorts	Vice President Secretary of General Manager	1 hour 1.5 hours
B	International hotels & resorts	Director, General Management	1.5 hours
C	International hotels & resorts	Associate, Guest Room Reservation	1 hour
D	business hotels	Manager, Rental Department	1.5 hours
E	business hotels	Sales Manager, Reservation	1.5 hours

投影片 7




IV. Analysis and Finding

- **Service supplier capability of customization**
 - “The fire safety standard is very high at our hotel. Many auxiliary systems are directly to the main infrastructure and need its own customized inspection plan. Vendors who cannot provide customized solution are eliminated.”
 - (Security-Hotel D)
 - Proposition 1: The degree of outsourcing will be greater for service organizations when service supplier firm has high capability of customization.

7


投影片 8



- **Service supplier capability of immediate responsiveness**
 - “If a guest had spilled a drink or a guest had vomited to the ground, we will page the custodian and clear the debris immediately.”
 - (Public area sanitization-Hotel B)
 - Proposition 2: The degree of outsourcing will be greater for service organizations when service supplier firm has high capability of immediate responsiveness.

8


投影片 9



- **assessment and control for outsourcing performance**
 - “We have a procedure for public area cleaning with cleaning frequency and tasks. This procedure is reviewed to create tender specifications. The guest room department is responsible for the public area cleanliness. A super advisor is assigned to the duty.”
 - (Public area sanitization-Hotel E)
 - Proposition 3: The degree of outsourcing will be greater for service organizations when service activities are more assessable.

9


投影片 10



- **Goal compatibility**
 - On the other side, because of service outcome intangible, service organization prefers to choose the service supplier with compatible goals to make sure service quality.
- Proposition 4: The degree of outsourcing will be greater for service organizations when service suppliers' goal is more compatible with service organizations.

10




投影片 11



- In order to reinforce service outsourcing researches, this paper used case studies in hotel industry to facilitated in-depth understanding of service activities outsourcing decisions. Because hotel industry has unique characteristics of service activities, recommendations for further studies could test the propositions we mentioned to other service industries, to verify the results of this study.

11

投影片 12



12

