



Service Blueprint Elements of Food Delivery Entrepreneur for Economic Achievement - A Case Study of Entrepreneurs at Nakhon Ratchasima Province

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The emergence of the online food delivery business has created food service delivery entrepreneurs to create a new experience of food service delivery. The service innovation comes from service blueprint elements which consists of 6 key parameters. The purpose of this study is to find out the service blueprint basic elements, which is important for many food service delivery entrepreneurs. Food service delivery entrepreneurs require their service innovations because customer needs are always changing and accessing information from customer is easy. The six service blueprint elements, which came from literature reviews and observation under Thai context, were explored. The methodology of this research was commenced with a literature review. The survey results were analysed by a mean and SD model. The correlation has been used to confirm the relationship between service innovation and service blueprint elements. The exploratory research was focused on 60 entrepreneurs who are in the food service delivery business. Data was collected by way of questionnaires. The results show a correlation between service innovation and elements of service blueprint.

Keywords: *Economic Achievement; Entrepreneurs; Food Service Delivery; Service Blueprint; Service Innovation*

Introduction

Services recently hire labor almost 40% of total labors and represent approximately 50% of Thai GDP according to The World Bank. Many organizations such as companies, governments and universities have currently prioritized to the service dominate world economic and economic growth which driving their businesses (World Bank, 2016). At the moment, services have a high influence in the product industries, products are not gone, but they have been replaced by services. Technology-based organizations create many opportunities to participate in product-service business ecosystem which need a collaboration with customers for their successes (Timothy, 2015). One of the most specific characteristics of services is the process which identifies as a chain or constellation of activities that make service function effectively. Services also refer to customer experience which is the internal and subjective response customers to the service providers. Service blueprint provides the organizational member to visualize overall service activities from service support processes to customer contact and emotional experience of customers (Bitner, Ostrom, and Morgan 2008)

Currently, small and medium-sized enterprise (SMEs) where are depended mainly on individual competitions, need more resources and innovations for their business growths and sustainability. The innovation absolutely leads to high competitiveness through join product developments and collaborations with both suppliers and customers (McAdam et al. 2014). In the past two decades, academics used to introduce a new conceptual framework of service phenomenon mappings then the service blueprints have been applied to many service sectors for a clear depiction of service encounters and service related processes, demonstrates the customer experiences and service systems to enable the different customer designing in providing the service for customers' needs (Poppel, Finsterwalder, and Laycock 2018). The service blueprint's structure fundamentally shows more benefits for both academic researchers and service providers to grasp the service innovation processes. However, if focuses only on customer experiences, the original service blueprint technique emphasizes a structure for only individual customer. Then, it is opening for service blueprint development which fit for any service businesses (Yams 2018).

Entrepreneurs make the comfortable living for themselves by taking the business opportunities. Entrepreneurs represent a small team of people and designing and commercializing products that targeted to specific needs of customers. Since the product development or service innovation is very rare, entrepreneurs focus on niche businesses and create the value for customers. Entrepreneurs also develop economies by accelerating the growth of economies with their abilities to create the value for economies (Hagell 2016). Entrepreneurs are the people to recognize opportunities and accept risk in order to create value through economic achievement from their creative ideas and innovation (Marire and Dhurup 2018).

Sharing economic has been continuously discussing among several industries such as accommodation, tourism and service. In sharing economic, stakeholders (operators),

administration (government) and consumers (users) have an influenced on the successful service platform and sustainable model (Pu and Pathranarakul 2019). Today, the consumer behaviors have rapidly changed and make the food service delivery growth since the customers are easily to access information and have high demands. Effective service delivery process becomes importance for food service delivery entrepreneurs who need service blueprint for their service innovations. The study of service blueprint basic elements is very importance as many food service delivery entrepreneurs require their service innovations. Customer needs always change and customers accessible for information is very easily then food service delivery entrepreneurs might develop their services.

1. Literature Reviews

Online food delivery is not a new method for the majority of developed countries. Many companies make more revenues from online food delivery businesses and the tendency is still growing. Online food delivery service quality has been evaluated by perceived control, customer service guarantee and service convenience. Customer satisfaction guarantee shows a significant impact on customers' intentions to order food through online food delivery system (Katerina and Katerina, 2020). Additional service refers to services provided above and beyond those contractually defined and beyond customer's expectation. Additional services are very importance for service blueprint as customer perceptions will be dramatically improved. The role of customer's emotions during service experiences by receiving additional services have been increased as customer does not have expectation before (Ladhai 2009). Multi-channel service improves the customer satisfaction as customers with short-term services have more satisfactions. Service providers must shorten the time for customer satisfaction improvement (Sheldon 2009). The customer connected is classifying the customer experience and traditional channel is transforming that combines both digital and physical capabilities. The service providers has shifted from a supply-driven model to a demand-driven model and has the customer focus. Currently, customers prefer to shop online rather than physical shopping. The promotion of customer engagement service and additional service for customers is very importance.

The customer needs have dramatically changed since the customers are now connected. (Jensen 2016) Trail services are the new offer services for customers, the targets of trail services are demonstration services or pre-tested services before customers make the purchasing decisions. The trail services will accelerate time to purchase and reduce perceived risk. Service trial generally is the systematically manipulated customer's using experience and determine their acceptance (Bednall et al. 2018). Service design and blueprint provide a way for process innovation, some organizations recognize the value of design work that shows the ability to design for services through new ways of thinking, doing and working in the new ways (Kipum 2011). Philadelphia Blueprint Project successes due to it was built out of dedication from city leadership and a structural service system. One of the most success of service blueprint is a

single service layer and meet the customer need (Marcella 2017). Currently, many entrepreneurs have revised the service design for their competitive advantage. The new service design by using internet of things has a significant impact on food ordering service business. The effective service design enhances customer satisfaction and customer experience which give high value for service providers. Service guarantee is the formal commitment by service providers to protect customer's loss in the case of service failure. Generally, service providers have not paid more attentions to service guarantees in their marketing strategy. Service guarantees are more difficult for customers to request help from service providers. Service guarantees have been identified on the basis of 3 dimensions: the scope of service promise, the payout promise and the process of service guarantee (Berman and Mathur 2014). A specific service guarantee is more effective in reducing customer's risk and increase the customer confident after service failure. Service guarantee provides by the restaurant offers the competitive advantage over the well know brand restaurant which does not offer a service guarantee (Lee and Khan 2012).

Customer experiences on luxury shopping are identified in 2 stages: before and after entering the luxury shop. Customer emotions in each stage are different, customer emotions before entering shop focus on service quality dimensions and during in the shop, customer emotions focus on brand attributes such as brand associations and shopping emotions. The importance of customer difference emotions before and after entering the shop is customer insight management, the service providers must understand the customer insight (Sooyun et al. 2016). Small business organizations in different industries find the valuable of customer service guarantee that make it distinguishes from competitors. Customer service guarantee makes the impact for business operating as it is a direct proportion to the customer risk perceived. Customer service guarantee might be offered when the companies are not well-known (Chistopher 1993). Some retailers are not really make the money from customer service guarantee, however they focus on business differentiations from their competitors. Basically, the unwell-known companies are doing the business on the internet need a customer service guarantee to reduce perceived risk of customers. Customers know they can return the products without any obstruction, then customer satisfaction improved (Ploskina 2007; Chistopher 1993). Today, online shopping has an influence for customer satisfaction and online shopping has 4 key dimensions of customer satisfaction: website design, reliability, product or service variety and delivery performance. However, it does not have the relationship between saved time and customer satisfaction for online shopping (Shah and Mohd 2010). Service innovation works as a business's engine of renewal and provides the stimulation for service sector economic growth. Service innovation has 4 uniqueness such as degree of change, type of change, newness and means of provision, but service innovation has a little attentions on customer value and financial performance (Snyder et al. 2016). Service sector is the major contributor for US economy and increasing wealth, however, the service innovation is lacking the real examination for success and fail. Service innovation positively relates to the organization's non-financial and financial performance for US business organizations who



adopted service innovation for their organizations (Thakur and Hale 2013). Currently, the era of globalization makes the customer behavior change. Customers easily access to the information from online internet. The survival of business organizations in Thailand need to have 3 dimensions of business survival factors. The survival factors are leadership, management and knowledge management (Lee, Friestad, and Chanruang 2017).

2. Research Methodology

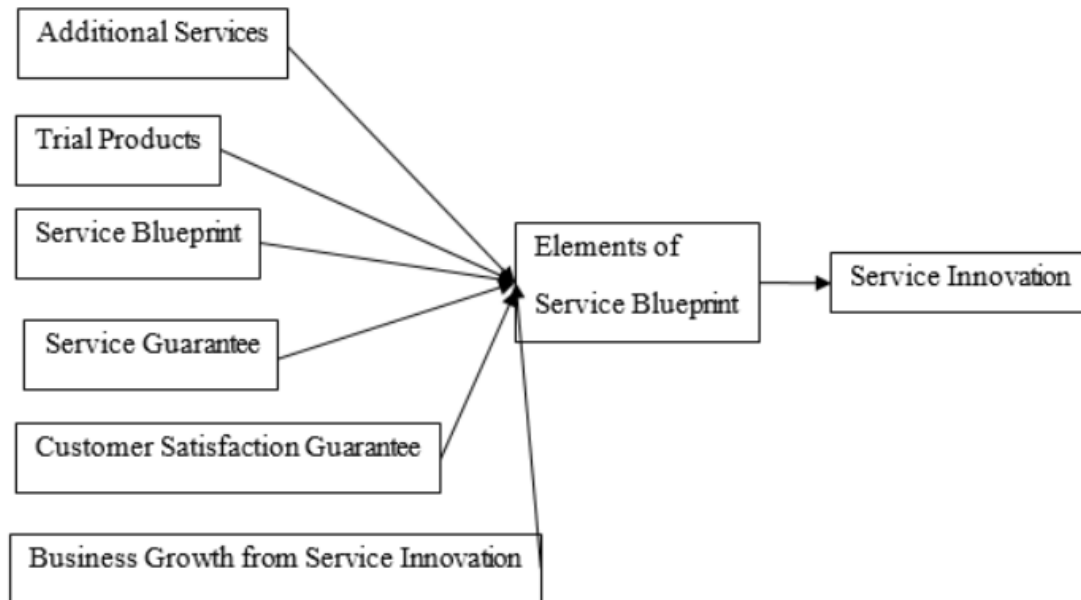
This research is an exploratory research which focuses on new key components of service blueprint that affected on food service delivery entrepreneurs. The research objectives have been explored the degree to which each key components of service blueprint had an impact on food service delivery entrepreneurs' competitiveness.

This research applied the quantitative methods which using questionnaires for service entrepreneurs responding (Singh and Crisafulli, 2016). The survey and questionnaires distribution is done randomly. The service entrepreneurs have been contacted before meeting with the researcher and questionnaires responding. Before the key components of service blueprint have been constructed, the qualitative research method has been done for first parameter identification. The secondary data from many research results and bibliographical studies are taken for service blueprint key components confirmation. The research questionnaires had been asked with 60 food service delivery entrepreneurs who are doing food service delivery businesses across Nakhon Ratchasima province. The research surveys used one to one interview method and also observed the food service delivery entrepreneurs responded.

The research questions came for literature reviews which conducted before key components establishments. The research surveys had been done when final independent variables were created and finalized. The 6 key independent variables of service blueprints elements have been constructed and the researcher brought 6 key independent variable to consult with experts for revisions and confirmations.

The data analysis methods are mean, SD and Person correlation statistics. The Mean and SD statistics analysis focuses on 6 key service blueprint elements which create service innovation and Person correlation statistic has been used for the correlation between elements of service blueprint and service innovation. The research conclusions have been done based on the research finding and analysis.

3. Research Conceptual Framework



Source: Own Elaboration

Based on literature review, the elements of service blueprint have been constructed. The elements of service blueprint are additional service, trial products, service blueprint, service guarantee, customer satisfaction guarantee and business growth from service innovation and elements of service blueprint have an influenced on service innovation.

The additional service is the service design and service operation, additional service can separate the service between entrepreneurs form competitors then additional service has a direct influence over service blueprint elements. Trail products refer to the customer specific needed products and customer would like to test the products before purchasing decision making. In food service delivery activities, trail products are in different activities such as food storage, food transportation and food shipment. Based on the literature reviews, trail products has a direct influence over elements of service blueprints. Service blueprint refers to the service activity flowchart which designed in a complex task. The service blueprint provides the food service delivery process that food service entrepreneurs will observe and thoroughly understand service process. The service blueprint gives the details of customers' experiences in each processes and foodservice entrepreneurs have an opportunity to develop the service blueprint for customer satisfaction. Therefore service blueprint has direct influence over elements of service blueprint. Service guarantee is the customer assurance over the product or service using. Service guarantee refers to the service assurance for customers, service provider provides the service guarantee that service will meet customer's expectation. Service guarantee gives the formal document and showed for customer better understanding. If the food service

delivery is under the customer's expectation, food service delivery provider will give the new food service delivery for customer's satisfaction. A Service guarantee has a direct influence over elements of service blueprint and service guarantee creates the competitive advantage for food service delivery provider. Customer satisfaction guarantee considers importance for food service delivery entrepreneur as it will create the customer awareness and loyalty. If customer has high satisfaction then customer will have a repurchase decision. Food service delivery entrepreneur need to create the customer satisfaction guarantee criteria which will enhance food service delivery capability. Customer will select a specific food service delivery entrepreneur who create customer satisfaction then customer satisfaction guarantee is critical element of service blueprint. Service innovation is considered as important factor for business growth as it is not specific to the service providing. Service innovation creates the new service model and offering because it consists of 3 dimensions, offering, position and process innovations. Service innovation is a new service process or service offering which creates the value for customers then service innovation has direct influence over elements of service blueprint.

4. Results

Table 1 The elements of service blueprint

| The additional service | Mean | S.D |
|---|------|------|
| 1.In the last 2-3 years, your business introduced new service | 3.65 | 1.02 |
| 2.Your business focuses on customer service value | 4.27 | 0.75 |
| 3.New service development comes from customer need | 3.77 | 0.96 |
| 4. Customers have more choices for service selections | 3.72 | 1.01 |
| Average | 3.85 | 0.75 |
| Trial product | | |
| 1.Customers have a trail product before purchased | 2.42 | 1.06 |
| 2.Customers prefer a trail product | 2.70 | 1.16 |
| 3.Trial product is necessary | 2.43 | 1.19 |
| 4. Trial product is a strategic plan | 2.43 | 1.15 |
| Average | 2.5 | 1.04 |
| Service guarantee | | |
| 1.Your service has a service guarantee | 3.60 | 1.12 |
| 2.After sale service is necessary | 3.98 | 0.85 |

| | | |
|---|------|------|
| 3.Your service has a process of customer complaint | 4.15 | 0.75 |
| 4. Employees aware of service guarantee | 4.07 | 0.70 |
| Average | 3.95 | 0.68 |
| Service blueprint | | |
| 1.Service blueprint is enforced | 4.08 | 0.88 |
| 2.Customers receive well explanations before service received | 3.83 | 0.97 |
| 3.Customer satisfaction is a key success | 4.53 | 0.59 |
| 4. Service process always change according customer need | 4.05 | 0.74 |
| Average | 4.13 | 0.58 |
| Customer satisfaction guarantee | | |
| 1.Customer feedback is always done | 3.70 | 0.96 |
| 2.High level of customer satisfaction is targeted | 4.25 | 0.59 |
| 3.Customer guarantee process is implemented | 3.73 | 0.74 |
| Average | 3.90 | 0.78 |
| Business growth from service innovation | Mean | S.D |
| 1.Service innovation drive business growth | 3.95 | 0.85 |
| 2.Technology has been introduced for service support | 3.89 | 1.20 |
| 3.Service innovation implemented for all service process | 3.52 | 1.25 |
| 4. Service innovation is recognized by entrepreneur | 4.39 | 0.66 |
| Average | 3.93 | 0.80 |

Source: Own Elaboration

At Nakhon Ratchasima province, 60 food service delivery entrepreneurs have more knowledge and understand about the elements of service blueprint. Table 1 shows the Mean and S.D results for these variables: Service blueprint, service guarantee, business growth from service innovation, customer satisfaction guarantee, additional service and trial product. The results found that the food service delivery entrepreneurs' responses were in the very agreed level of 6 key components of service blueprint elements. In each key element has been reported by using Mean and SD statistics. Mean of additional service is 3.85 and SD is 0.75. The additional restriction on functional food purchasing is a lack of additional information about food benefits both in online and offline sources. The bread and bakery segments should have a clear position of functional food on the online stores and offline stores by give the benefit information and it

creates the additional service for customer satisfaction (Nilova and Malyutenkova 2020). Mean of trail product is 2.50 and SD is 1.04. In modern food distribution system, food stores show an opportunity to promote the healthy food information. The lack of consumers' insight makes it difficult for food manufacturing for their production. The trial product is necessary for consumers' insight exploring then manufacturing needs to implement trail product before new product development (Middel et al. 2019). Mean of service guarantee is 3.95 and SD is 0.68. The development of internet and the rapid change of consumer behavior make the cold chain logistics difference from traditional logistics. The cold chain logistics entrepreneurs need to revise their service strategies by providing the service guarantee such as cold chain product quality and delivery time since the service guarantee is one of key component of cold chain logistics service innovation (Jun el al., 2020). Mean of service blueprint is 4.13 and SD is 0.58. Service has many visual elements for stakeholders' interactions. The interactions create customer experiences which translated to the service design value. For service innovation establishment, service providers have to understand customers' need and develop facilities for service innovation. The excellent service design creates a unique service value for customers and links to customer loyalty. Service blueprint is important for service innovation of food and beverage service providers (Ki et al., 2018). Mean of customer satisfaction guarantee is 3.90 and SD is 0.78 The rapid development of the internet and e-commerce business has shown the remarkable growth. Online sales are increasing and sharing the retail market. The retailers who run brick-and mortar shops need to change to e-commerce and create their own online channels. The product delivery costs and service quality have play an important role for product delivery competitiveness. On-demand delivery is becoming importance as customers need are changing, food delivery providers can guarantee customer satisfaction and improving their delivery costs (Jinseok, et al., 2019). The food business has a high competition then food providers have shifting from food products to food services. Mobile food service has emerged since the advance of internet and customer behavioral changing. Many food providers are moving to food services for their revenues increasing. Food providers are using the food mobile service as their strategies by moving from food selling to food supporting (Hannu, Lasse, and Mika, 2014). and Mean of business growth from service innovation is 3.93 and SD is 0.80. The innovative capability of the small and medium-sized organizations consider as a key factor for organization performance. For service growth orientation, SMEs need to transform their traditional organizations to service innovation organizations. SMEs should develop market adaptability, application of information technology and knowledge management for enhancing their service innovation capabilities which lead to new service value and competitive advantage (Yen-Hao, and Yun-Hsuan, 2017).

From the results, food service delivery entrepreneurs have to consider the service blueprint elements for their service operations. The service blueprint elements have 6 key successful components and it will enhance service performance as many service providing steps need to consider on customer satisfaction and competitive advantage.

Table 2 Pearson Correlation between Service Innovation and Elements of Service Blueprint

| (Pearson Correlation) | | Service Blueprint | Service Innovation |
|-----------------------|---------------------|-------------------|--------------------|
| Service Blueprint | Pearson Correlation | 1 | 0.746** |
| | Sig. (2-tailed) | | 0.000 |
| | N | 60 | 60 |
| Service Innovation | Pearson Correlation | 0.746** | 1 |
| | Sig. (2-tailed) | 0.000 | |
| | N | 60 | 60 |

** Correlation is significant at the 0.001 level (2-tailed)

Source: Own Elaboration

Form table 2, the correlation between service innovation and elements of service blueprint. The results show that $r = 0.746$ and $\text{Sig. (2-tailed)} = 0.000$ due to Sig. (2-tailed) less than 0.05 then service innovation has significant level for service blueprint elements. Service innovation adoption is the service process which gives an individually experience for customer. Since the service innovation is a service process rather than a single activity then service innovation targets on operational management. The service organizations provide a well-designed service operational process which moves to service innovation. The organizational processes have been improved by the operational innovation. They need to have the interaction between stakeholders and operational innovation gives the lead time reduction and improve service quality (Youn, DonHee, and Ju, 2017). Generally, service innovation is incorporated with service blueprint. Service blueprint mainly uses the service design methods which starting from problem define, solution creation, service planning and apply new service design. Service design is a design system and process of the idea development for customer experience. Service design contributes the clear model of service experiences for service innovation and customer value enhancements (Ching-Hung, Chun-Hsien, and Amy, 2019).

4. Conclusions and Suggestions

Small and medium-sized enterprises (SMEs) is paling an importance role in Thailand's economic development. Food service delivery entrepreneurs need to focus on service blueprint elements which lead to service innovation. Service blueprint elements provide the service processes from customers' viewpoints and service experience thus food service delivery entrepreneurs can improve their revenues. The elements of service blueprint consist of service



blueprint, service guarantee, business growth from service innovation, customer satisfaction guarantee, additional service and trial product. Food service delivery entrepreneurs must design their effective service blueprint for service innovation and competitive advantage. The service blueprint depends mainly on each food delivery service which identified by entrepreneurial methods. The steps for effective service blueprint have many steps such as targeted customers, service processes, service operations from customer views, the linked between customers and service encounters and physical evidence of service areas. Entrepreneurial intentions are very important for economic achievement as it views as a state of mind direction and action guideline of entrepreneur towards the development and implementation of new service concepts or create the new core value for their service. The rapid growing of information technology and increasing of customer demand have an influence on tourism market development. The service design system has an importance value for smart tourism city. Service providers need to balance between scenic protection and individual satisfaction which related with individual need. Service innovation helps to improve service process efficiency and service contact point's optimization (Qing, 2019).

5. Limitations and Future Research

One of the limitations of this research is the cross-sectional nature of the study which suggests a need for further study to support generalizability of the results. The sampling procedure relied on the snowball technique in data collection which increasingly the necessity to repeat the study to verify generalizability. Future research should address a wider food service delivery entrepreneur's population than the sample obtained from Nakhon Ratchasima province. Some parameters for service blueprint elements might need to instruct and tested. Finally, the correlation between service innovation and service blueprint elements should also be addressed.



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