

A BLUEPRINTING APPROACH TO SERVICE INNOVATION IN FANCY RESTAURANT

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Abstract

Service blueprint was used to identify where substances could be improved and where customer satisfaction problems occurred. This research focuses on operational efficiency and the importance of service blueprint in reducing the number of complaints and enhancing customer satisfaction. The research method employed is qualitative with a descriptive approach, involving owner and consumers from a fancy restaurant in South Jakarta. The results indicate that there is a gap between the service received and the existing standard operating procedures (SOP). Several fail points within the service blueprint that need improvement were also identified. Furthermore, the study finds that by enhancing the elements within the service blueprint, the company can significantly increase customer satisfaction and reduce the number of customer complaints. The implications of this research provide guidance for luxury restaurants in designing services that are more responsive and customer-centric, thereby creating a competitive advantage in the market.

Abstrak

Service blueprint digunakan untuk mengidentifikasi di mana perbaikan dapat dilakukan dan di mana masalah kepuasan pelanggan terjadi. Penelitian ini berfokus pada efisiensi operasional dan pentingnya service blueprint dalam mengurangi jumlah keluhan serta meningkatkan kepuasan pelanggan. Metode penelitian yang digunakan adalah kualitatif dengan pendekatan deskriptif, melibatkan owner sekaligus konsumen di salah satu restoran mewah di Jakarta Selatan. Hasil penelitian menunjukkan adanya kesenjangan antara layanan yang diterima dan prosedur operasional standar (SOP) yang ada. Selain itu, ditemukan beberapa titik kegagalan dalam service blueprint yang perlu diperbaiki. Penelitian ini juga menunjukkan bahwa dengan memperbaiki elemen-elemen dalam service blueprint, restoran dapat secara signifikan meningkatkan kepuasan pelanggan dan mengurangi jumlah keluhan yang diterima. Implikasi dari penelitian ini memberikan panduan bagi restoran mewah dalam merancang layanan yang lebih responsif dan berorientasi pada pelanggan, sehingga menciptakan keunggulan kompetitif di pasar.

Keywords : Service Blueprint, Restaurant Management, Customer Satisfaction, Complaint Reduction, Service Quality

INTRODUCTION

The trend of "aesthetic dining" has become popular among both young people and adults. This trend is not only about taking stylish photos while wearing trendy outfits but also about visiting popular spots. This is what motivated to analyze the fancy restaurant in South Jakarta. Additionally, after conducting field observations at H restaurant (the company name has been anonymized at the company's request), we

noticed several areas of service that could be improved. For information, H restaurant is a bar and restaurant that serves American cuisine with a concept inspired by classic New York City culture. This concept is applied through interior design, creating a classic 1970s atmosphere combined with modern touches, reflecting Jakarta's reputation as a metropolitan city. H restaurant offers a range of American-inspired appetizers, main courses, desserts, and beverages. Beyond its menu, the

restaurant provides a unique atmosphere, embodying the ambiance of an American bar by night and transforming into a classic American-style restaurant by day, complete with thoughtfully crafted design and decor. As dining experiences become increasingly important to consumers, restaurant owners must ensure that their service delivery is efficient, consistent, and tailored to meet the needs of their target market. One effective method to achieve this is through the implementation of service blueprints, which provide a comprehensive framework for understanding and optimizing the service delivery process. H restaurant has been operating since 2015 but has yet to show significant progress. So, this study aims to (1) analyze the service process using a service blueprint, (2) identify potential failure points within the current service process, and (3) suggest possible solutions for these failure points.

LITERATURE REVIEW

A service blueprint can be defined as a method used in the service process that simultaneously depicts the service and the parties involved, including both consumers and producers (Susanto and Wurjaningrum, 2019). Zeithaml & Bitner (2003) state that a service blueprint is an accurate map that describes the service system in such a way that every individual involved in delivering the service can understand and execute it objectively, regardless of their role or perspective. In practice, the service blueprint typically takes the form of a templated schematic. Service blueprint can be used to describe the existing state of a service experience as well as to support defining and implementing new and improved services (Remis, 2016). In the blueprint representation, different component parts of the service operation are shown vertically, and forward progress through time is shown horizontally. Hossain et al. (2017) utilized service blueprinting to suggest ways to improve

both service quality and operational efficiency in a restaurant. A comparable study was carried out by Hummel and Murphy (2011). According to Lovelock, Christopher, Wirtz, & Mussry (2011) in Dhiyaulhaq et al. (2017), there are five components of a service blueprint: physical evidence, customer actions, onstage contact employee actions, backstage contact employee actions, and support processes.

1. **Physical Evidence:** This refers to the tangible elements and individuals with which users engage during the service experience.
2. **User Actions:** These are the steps taken by users throughout the service process.
3. **Front-Line Staff Actions:** This includes the interactions that take place between users and the public service personnel.
4. **Behind-the-Scenes Staff Actions:** This encompasses the activities and coordination performed by staff members who do not directly interact with users.
5. **Support Infrastructure and Systems:** This identifies the technology and physical spaces that facilitate the service delivery.
6. **Line of Visibility:** This concept distinguishes between the service components that are visible to the user and those that occur outside the user's line of sight.

Service blueprinting can be used to identify the characteristics of a restaurant's service systems, providing a valuable approach for enhancing service quality (Hirunopaswong & Khemarangsana, 2012).

Pareto analysis is founded on the principle that a small percentage of error types can result in a significant portion of total errors. The 80/20 rule, known as the Pareto principle, typically applies in many scenarios, suggesting that 80 percent of all errors stem from just 20 percent of their

types. Some experts, however, argue that a 90/10 distribution may be more prevalent (Bicheno, 1991). This analysis facilitates the identification of critical issues and enables organizations to achieve the most substantial improvements with the least amount of effort.

METHOD

This research was conducted at H Restaurant, a well-known fine dining establishment in South Jakarta. The study employs a qualitative approach using descriptive research methods, aiming to interpret phenomena within their natural context. Data were gathered through observation and semi-structured interviews. An interview with the restaurant's owner was conducted to examine and identify the practices implemented in the establishment. Along with interviewing the restaurant owner, we also conducted interviews with customers. Informants were selected based on specific criteria, including consumers and customers who have previously visited and ordered food and beverages at H restaurant. This selection process was designed to ensure the accuracy and relevance of the information gathered. Ten informants participated in in-depth interviews, while observations included interactions with dozens of patrons present at the restaurant. This combination of qualitative data collection methods provides a comprehensive understanding of the dining experience and customer perceptions at H Restaurant.

DISCUSSION

After analyzing the service blueprint, divided into three stages—introduction, order, and billing—we identified several fail points within these areas.

Service Blueprint Introduction

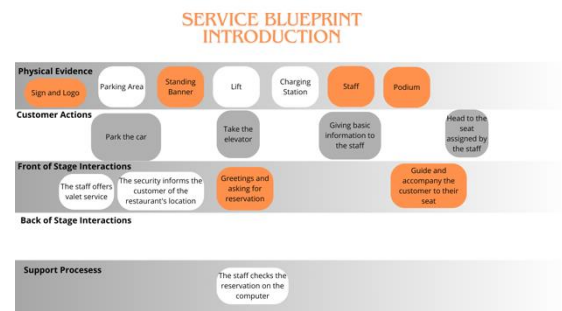


Figure 1.

Service Blueprint Introduction

Fail Points:

- **Sign & Logo:** When customers first arrive at H restaurant, they encounter the Sign & Logo for the first time. However, some customers, especially those visiting for the first time, have difficulty locating H restaurant due to the positioning of the Sign & Logo.
- **Standing Banner:** The standing banner near the elevator only displays promotions at H restaurant. Often, customers are confused about how to reach H restaurant because they need to take the elevator directly to the third floor. Therefore, the standing banner should indicate that H restaurant is located on the third floor and that customers must use the elevator to access it.
- **Greetings and Reservation Inquiries:** At this stage, a fail point may occur if the staff on duty do not provide greetings, fail to be friendly, or do not escort customers to their seats. Therefore, there is a need for regular and periodic training for all staff at H restaurant, along with motivation from management to encourage staff to be friendlier and provide the best service to customers.
- **Staff Checking Reservations on the Computer:** At this stage, a fail

point may occur due to system errors on the computer or staff errors in inputting data into the system.

Service Blueprint Order

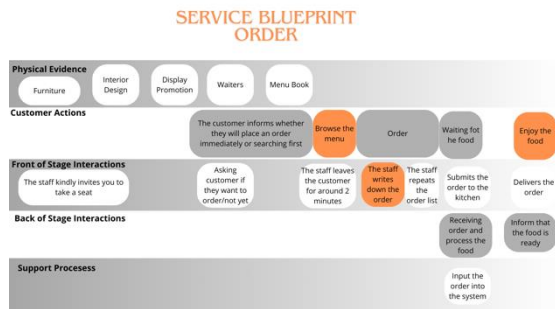


Figure 2.

Service Blueprint Order

Fail Points:

- **Browsing the Menu:** At this stage, a fail point occurs because the menu lacks images, making it difficult for customers to visualize the presentation of the dishes they intend to order.
- **Staff Writing Orders:** A fail point may arise at this stage because staff sometimes fail to clearly explain or describe the products, leading to misunderstandings regarding the menu items that customers wish to order.
- **Enjoying the Served Food:** In this phase, a fail point can occur due to a discrepancy between customer expectations and the actual food provided by H restaurant.

Service Blueprint Billing

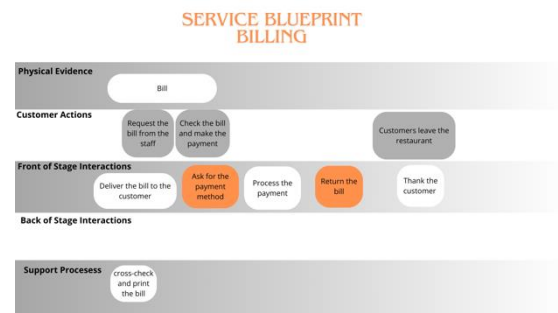


Figure 3.

Service Blueprint Billing

Fail Points:

- **Inquiring About Customer Payment Methods:** At this stage, the server should remind or inform customers about any ongoing promotions, such as discounts or credit card partnerships.
- **Returning the Bill:** At this stage, the server is expected to provide customers with a feedback card in the form of a mini questionnaire. This helps H restaurant gather feedback from customers while also allowing the server to receive input on their performance.

Pareto Analysis

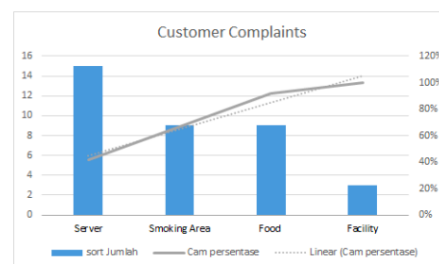


Figure 4.

Customer Complaints

To identify the most common complaints from customers, the group used a Pareto analysis. This analysis visually represents the data of customer complaints in the form of a graph. After reviewing H restaurant on Zomato, It turns out that there

are a total of 36 complaints over the past year. Out of these 36 negative reviews, it was noted that 15 complaints highlighted the poor service at H restaurant, mentioning issues such as unfriendly staff and a lack of clear explanations regarding menu items, which made customers hesitant in choosing their orders due to the absence of descriptions.

Additionally, there were 9 complaints indicating that the seating was uncomfortable because the smoking and non-smoking areas were combined without any separation, which disturbed non-smokers and affected the overall ambiance. Another 9 complaints stated that the food served did not taste good, with some customers expressing that it did not meet their expectations despite numerous recommendations from others. Other complaints were related to the facilities provided, such as limited parking space making it difficult to park vehicles, as well as issues with a malfunctioning and dimly lit elevator.

Hierarchy of New Service Categories

1. **Style Changes:** In this innovation, minimal changes are made to processes or performance. However, these changes are essential for enhancing comfort, enjoyment, and motivation among employees and others. One approach is to motivate employees in a manner that aligns with their needs. Additionally, making slight adjustments to the design to facilitate customer access to the restaurant can serve as an example of this theory.

2. **Service Improvements:** This innovation is one of the most commonly implemented, involving minor adjustments to performance. One effective strategy is to enhance the customer experience by adding visual elements, such as images, not just on the menu but also through the media that the target market frequently uses.

3. **Supplementary Service Innovations:** This innovation focuses on supplementary services that can enhance or facilitate the overall experience. For instance, one way to improve hospitality is by introducing a non-smoking area to create a more pleasant environment for all customers.

CONCLUSION

Blueprinting becomes a way to track the chronology of the process and find any potential failures. Based on the recommendations provided through observations, interviews, and research conducted via the Zomato website, we believe that several fail points identified in the service blueprint offered by H restaurant, along with existing gaps—namely the delivery gap, perception gap, and service quality gap—are impacting customer satisfaction levels among the target market of H restaurant, which is the millennial generation. These issues can be addressed through the innovations we propose, including style changes, service improvements, and supplementary service innovations. Nevertheless, it is important to recognize that this research has its limitations. The findings may be limited by the size and diversity of the sample used for interviews and observations. A small or homogenous group may not adequately represent the broader customer base. The research is confined to South Jakarta, which may limit the generalizability of the findings to other regions or types of restaurants. Different cultural, economic, and operational contexts in other locations may yield different results. Consequently, the findings from this study, together with quantitative data, create opportunities for future research on simulating the development of the service model.

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