

## INTISARI

*Service excellence* pada suatu restoran dapat memberikan keunggulan kompetitif diantara pesaing terutama di industri kuliner. Terlebih lagi Warung Soto Kirana merupakan salah satu dari banyak restoran yang bertempat di Kota Kuliner, Kota Surakarta. Pada penelitian ini ternyata restoran tersebut diindikasikan belum mencapai keunggulan layanan. Oleh karena itu, penelitian ini bertujuan untuk mengidentifikasi titik kegagalan layanan menggunakan *service blueprint*. Setelah itu, peneliti merekomendasikan *service blueprint* yang akan datang untuk mengatasi titik kegagalan tersebut.

Penelitian ini merupakan penelitian kualitatif eksploratif yang menggunakan metode wawancara dan observasi di Warung Soto Kirana. Peneliti melakukan wawancara dengan pemilik restoran guna mengumpulkan data restoran. Sedangkan observasi dilakukan untuk mengidentifikasi alur atau proses layanan di restoran tersebut. Peneliti mengambil waktu penelitian ketika *peak hours* atau jam puncak kedatangan pelanggan saat pagi dan siang hari.

Hasil penelitian menunjukkan bahwa ada tiga titik kegagalan dalam proses layanan di Warung Soto Kirana. Ketiga titik kegagalan diidentifikasi dengan pendekatan *service blueprint*. Di antaranya adalah tahapan ketika pramusaji menjelaskan menu, mengantarkan makanan serta ketika pelanggan menyebutkan ulang pesanan dan lauk di kasir. Setelah titik kegagalan dapat diidentifikasi, peneliti memberikan solusi di setiap titik tersebut. Kemudian peneliti mengaplikasikan solusi dalam bentuk rekomendasi *service blueprint* yang akan datang pada Warung Soto Kirana.

**Kata kunci:** *Service Excellence, Titik Kegagalan, Service Blueprint, Warung Soto Kirana.*

## ABSTRACT

Service excellence in a restaurant can provide a competitive advantage among competitors, especially in culinary industry. What's more, Warung Soto Kirana is one of the many restaurants located in Surakarta City, known as Foodie City. In this research, it was indicated that the restaurant had not achieved service excellence. Therefore, this research aims to identify service failure points using service blueprint. After that, the researcher recommends future service blueprints to overcome these failure points.

This research is an exploratory qualitative research using interview and observation methods at Warung Soto Kirana. Researchers conducted interviews with restaurant owners to collect restaurant data. Meanwhile, observations were made to identify service flow or process in the restaurant. Researchers took research time during peak hours or peak hours of customer arrivals in the morning and afternoon.

The results of this research show that there are three points of failure in the service process at Warung Soto Kirana. Three failure points are identified with the service blueprint approach. Among them are stages when the waiter explains menu, delivers food and when customer repeats the order and side dishes at cashier. After failure points can be identified, researcher provides solutions at each of these points. Then researcher applied a solution in the form of a service blueprint recommendation that would come to Warung Soto Kirana.

**Keywords:** *Service Excellence, Failure Points, Service Blueprint, Warung Soto Kirana.*