

Employees' Roles in Service Delivery



Manajemen Pelayanan Jasa
Universitas Pembangunan Jaya



PRESENTASI UAS 6 Desember 2017

- 7:30-7:50 : Kelompok Erwin
- 7:50-8:10 : Kelompok Sumedi
- 8:10-8:30 : Kelompok Etsa
- 8:30-8:50 : Kelompok Dhelya
- 8:50-9:10 : Kelompok Fiandra
- 9:10-9:30 : Kelompok Ester



Service Employees directly impact customers' satisfaction

Even when customer expectations are well understood (gap 1) and services have been designed and specified to conform to those expectations (gap 2), there may still be discontinuities in service quality when the service is not delivered as specified

GAP 3—The Service Performance Gap



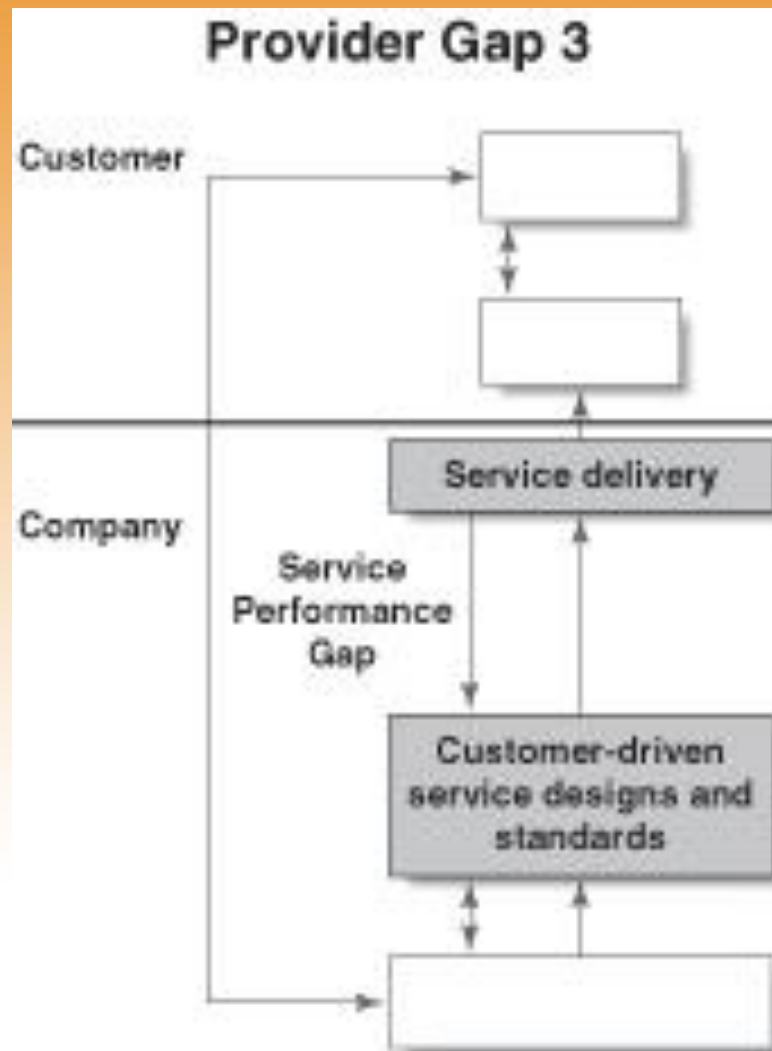
Service Culture

If there is an “appreciation for good services”

Good services is given to internal and external customers

A way of life (it comes naturally) because it is important norm of the organization

Provider Gap 3





Service Culture

Exhibiting Service Leadership

- Leaders demonstrate a passion for service excellence

Developing A Service Culture

- HR and internal marketing practices can help develop it

Transporting a Service Culture

- Challenging
- Four Seasons Hotel example



The Critical Importance of Service Employees

- They are the service.
- They are the organization in the customer's eyes.
- They are the brand.
- They are marketers.
- Their importance is evident in:
 - the services marketing mix (people)
 - the service-profit chain
 - the services triangle

The “Power of One”

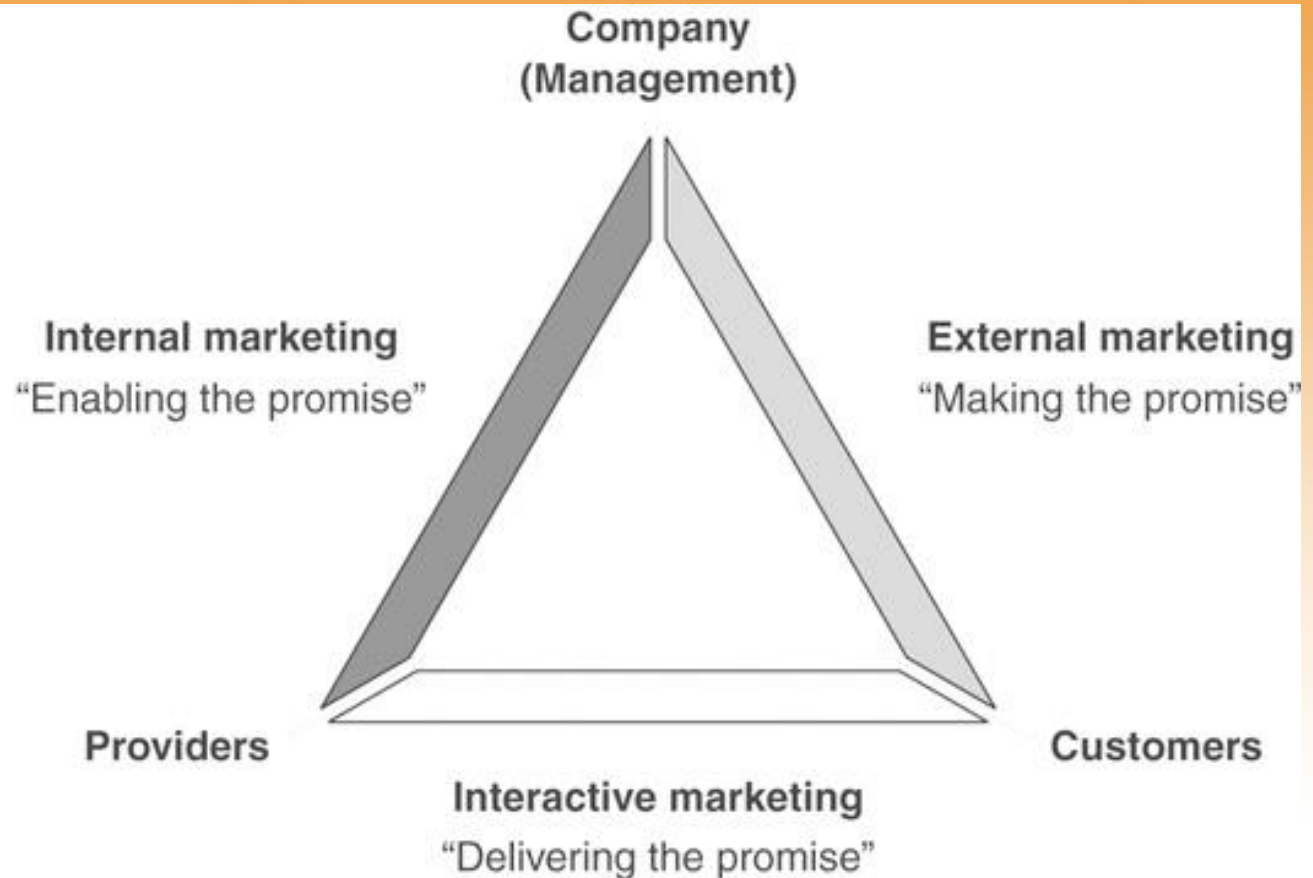
- Every encounter counts
- Employees are the service
- Every employee can make a difference
- Through their actions, all employees shape the brand



The Services Marketing Triangle

FIGURE 12.1
The Services Marketing Triangle

Sources: Adapted from M. J. Bitner, "Building Service Relationships: It's All about Promises," *Journal of the Academy of Marketing Science* 23 (Fall 1995), pp. 246–251; C. Gronroos, *Service Management and Marketing: A Customer Relationship Management Approach*, 2nd ed. (West Sussex, England: John Wiley and Sons, Ltd., 2000), p. 55; and P. Kotler and K. L. Keller, *Marketing Management*, 12th ed. (Upper Saddle River, NJ: Pearson Prentice Hall, 2006), p. 412.





Aligning the Triangle

- Organizations that seek to provide consistently high levels of service excellence will continuously work to align the three sides of the triangle.
- Aligning the sides of the triangle is an ongoing process.



Services Marketing Triangle

Applications Exercise

- Focus on a service organization. In the context you are focusing on, who occupies each of the three points of the triangle?
- How is each type of marketing being carried out currently?
- Are the three sides of the triangle well aligned?
- Are there specific challenges or barriers in any of the three areas?



Making Promises

- Understanding customer needs
- Managing expectations
- Traditional marketing communications
- Sales and promotion
- Advertising
- Internet and web site communication



Keeping Promises

- Service delivery
 - Reliability, responsiveness, empathy, assurance, tangibles, recovery, flexibility
- Face-to-face, telephone & online interactions
- The Customer Experience
- Customer interactions with sub-contractors or business partners
- The “moment of truth”



Enabling Promises

- Hiring the right people
- Training and developing people to deliver service
- Employee empowerment
- Support systems
- Appropriate technology and equipment
- Rewards and incentives



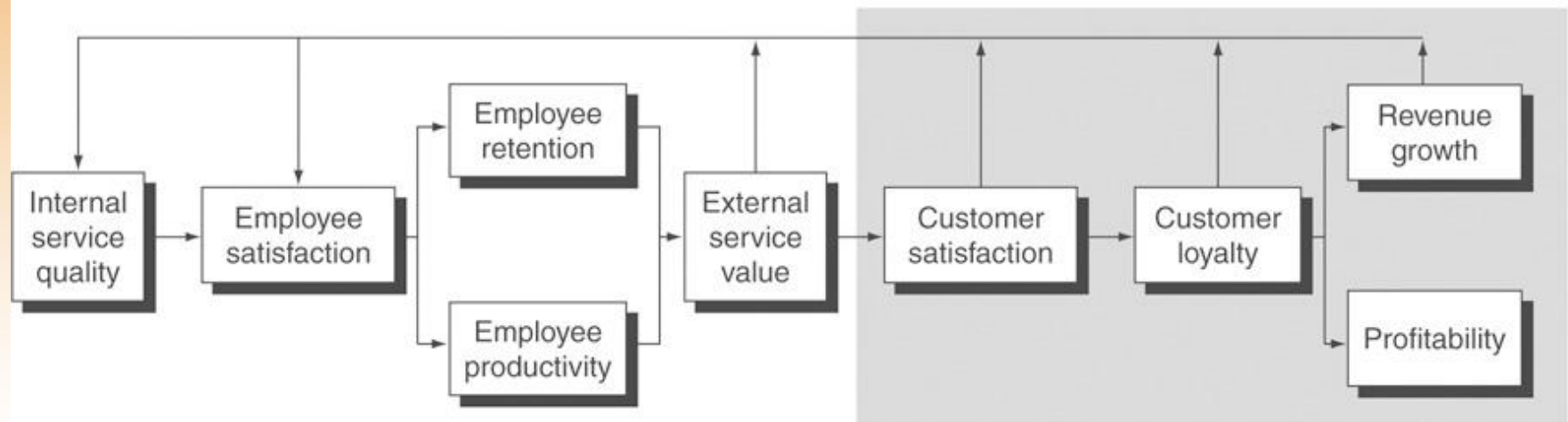
Ways to Use the Services Marketing Triangle

- Overall Strategic Assessment
 - How is the service organization doing on all three sides of the triangle?
 - Where are the weaknesses?
 - What are the strengths?
- Specific Service Implementation
 - What is being promoted and by whom?
 - How will it be delivered and by whom?
 - Are the supporting systems in place to deliver the promised service?

The Service Profit Chain

FIGURE 12.2 The Service Profit Chain

Source: Adapted and Reprinted by permission of *Harvard Business Review* an excerpt from J. L. Heskett, T. O. Jones, G. W. Loveman, W. E. Sasser Jr., and L. A. Schlesinger, "Putting the Service-Profit Chain to Work," *Harvard Business Review* 72 (March–April 1994), pp. 164–174. Copyright © 1994 by The Harvard Business School Publishing Corporation; all rights reserved.





Service Employees

- Who are they?
 - “boundary spanners”
- What are these jobs like?
 - emotional labor
 - many sources of potential conflict
 - person/role
 - organization/client
 - interclient
 - quality/productivity tradeoffs

Human Resource Strategies for Delivering Service Quality through People

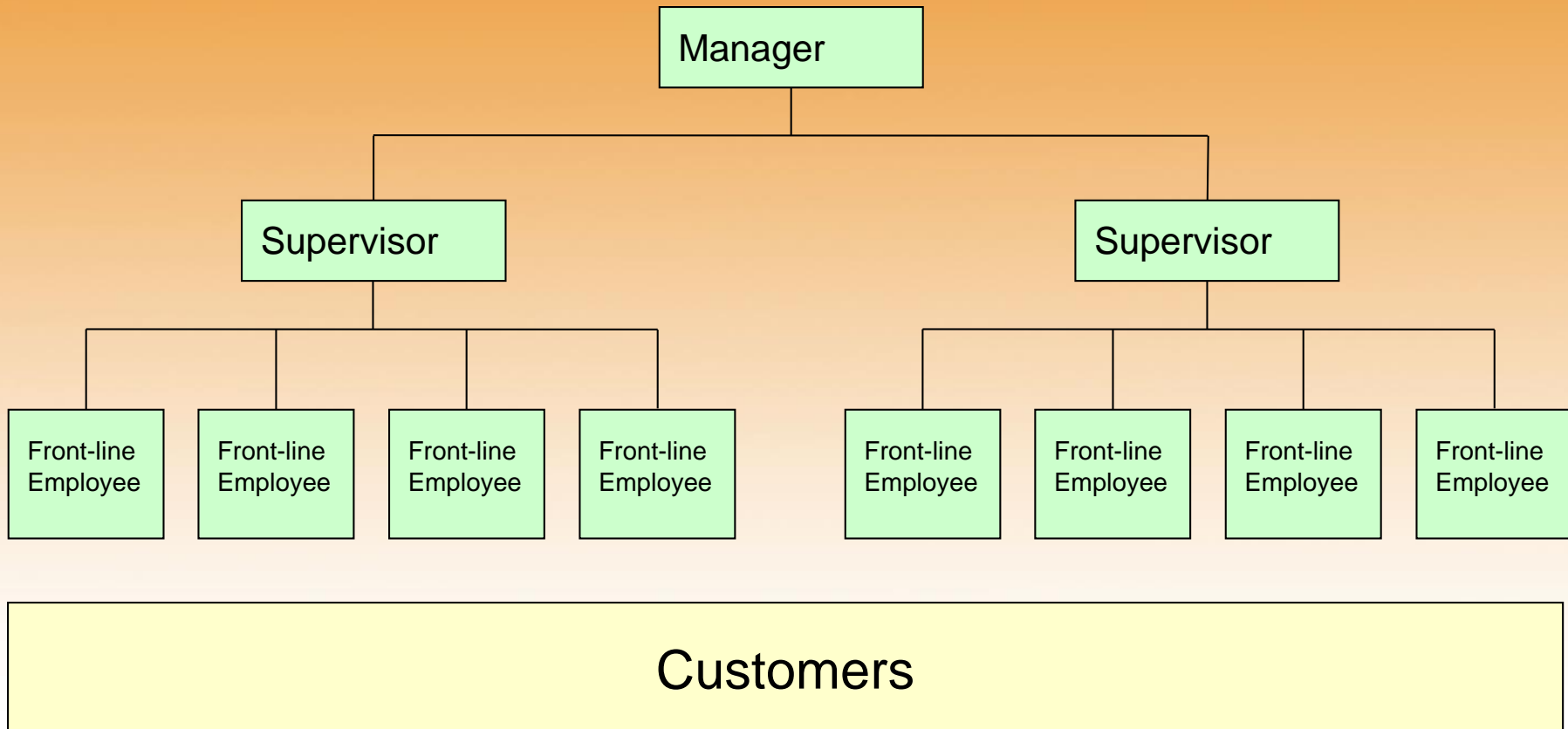
FIGURE 12.4
Human Resource
Strategies for
Delivering Service
Quality through
People



Seattle's CLICK!

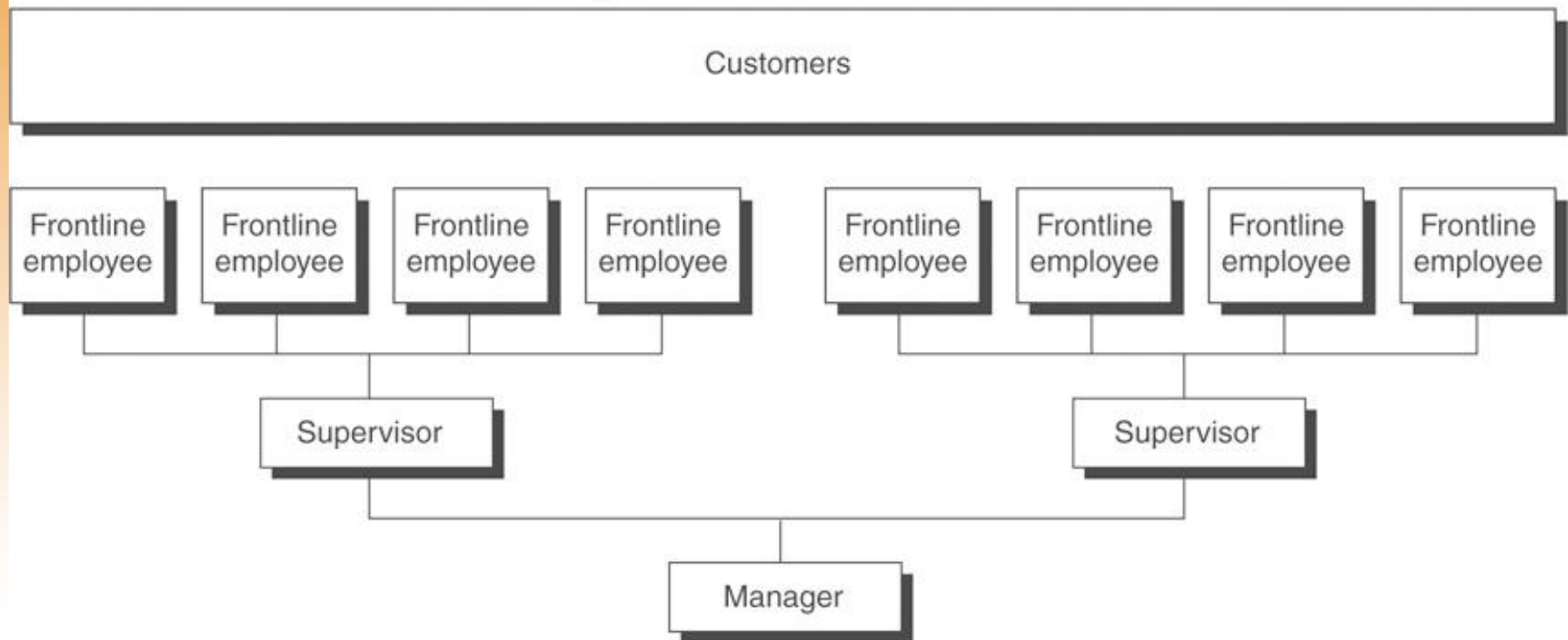


Traditional Organizational Chart



Customer-Focused Organizational Chart

FIGURE 12.5 Customer-Focused Organizational Chart



How Employee Satisfaction Drives Productivity and Customer Satisfaction at Wegmans



The grocery chain paid over \$54 million for college scholarships for 17,500+ employees over the past 20 years.

Wegmans did not hesitate to send cheese manager Terri Zodarecky on a ten-day sojourn to cheesemakers in Europe.

The firm gives employees flexibility to deliver great customer satisfaction.

How can this be justified?

How does this affect performance?



- Wegmans' labor costs are 15-17% of sales, compared with 12% for industry.
- But annual turnover is just 6% (19% for similar grocery chains).
- 20% of employees have 10+ years of service.
- This in an industry where turnover costs can exceed annual profits by more than 40%.
- Wegmans' operating margins are 7.5%, double what the big grocers earn.
- Sales per square foot are 50% higher than industry average.