



# Konsep dan Isu Strategik Jasa

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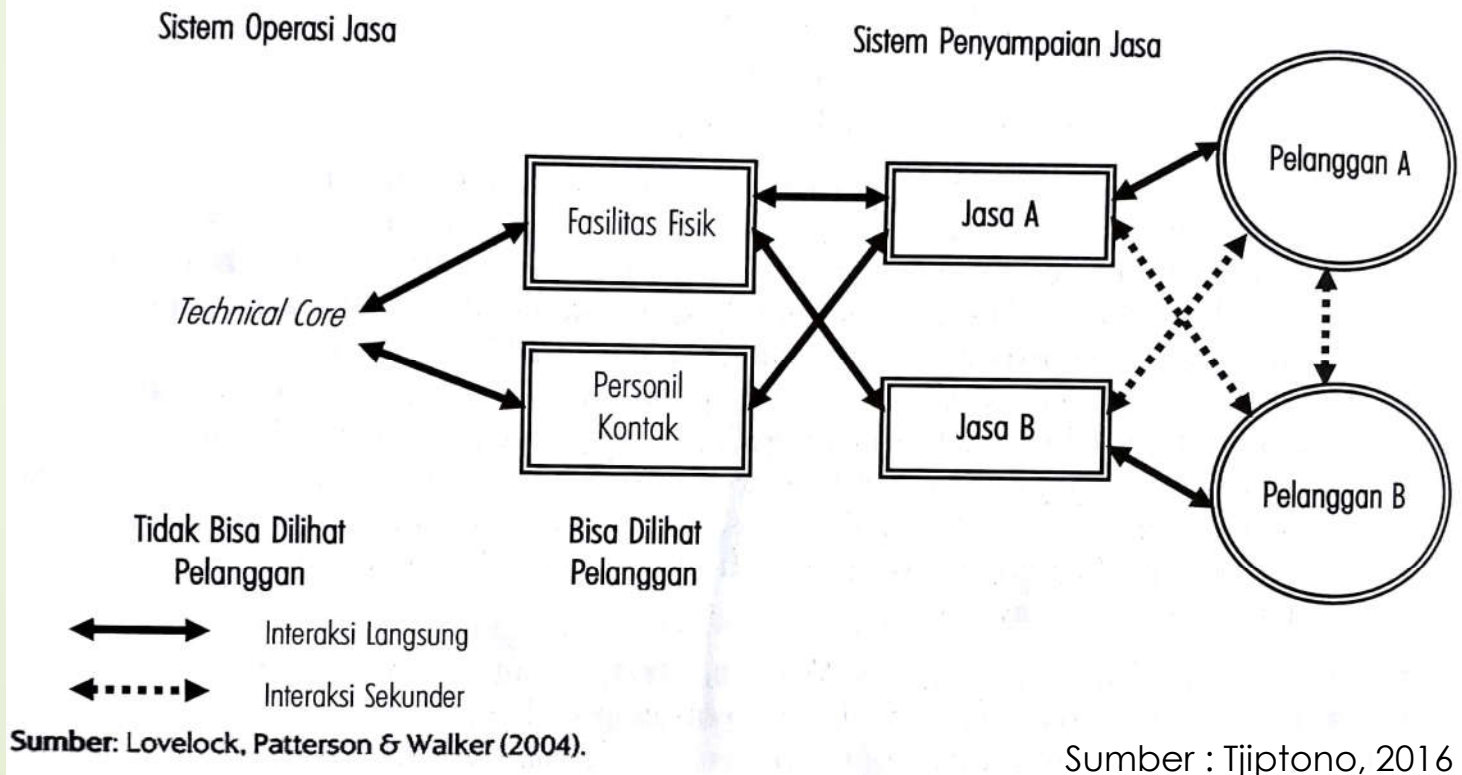


# Outline

- Konsep dan Definisi Jasa
- Klasifikasi Jasa
- Karakteristik jasa
- Masalah dan strategi Jasa
- Perspektif Jasa
- Orientasi Jasa
- Prinsip Manajemen Jasa

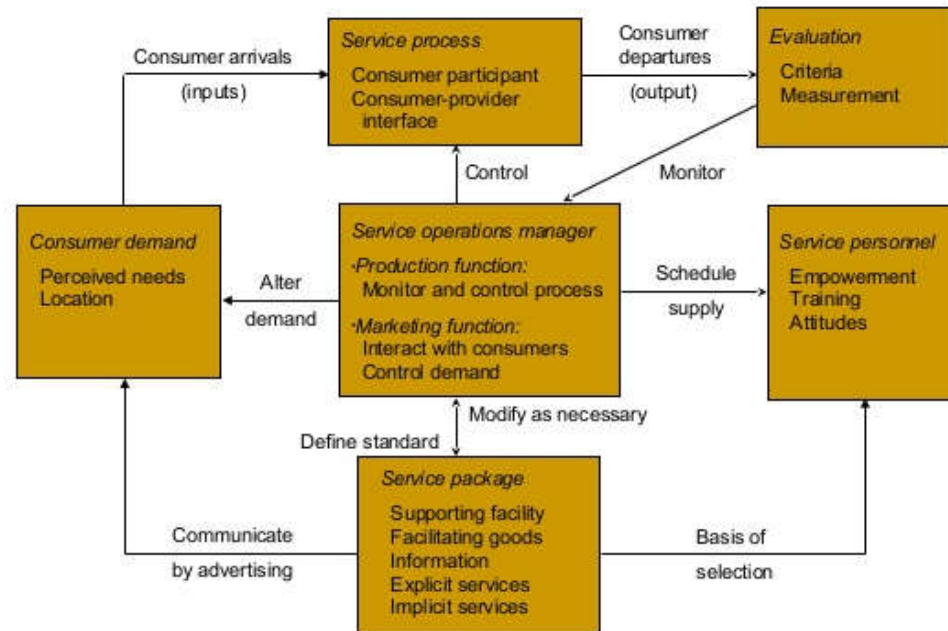
# Konsep Jasa

**GAMBAR 1.1 JASA SEBAGAI SEBUAH SISTEM**



# Konsep Jasa

## Open Systems View of Services



# Konsep Jasa

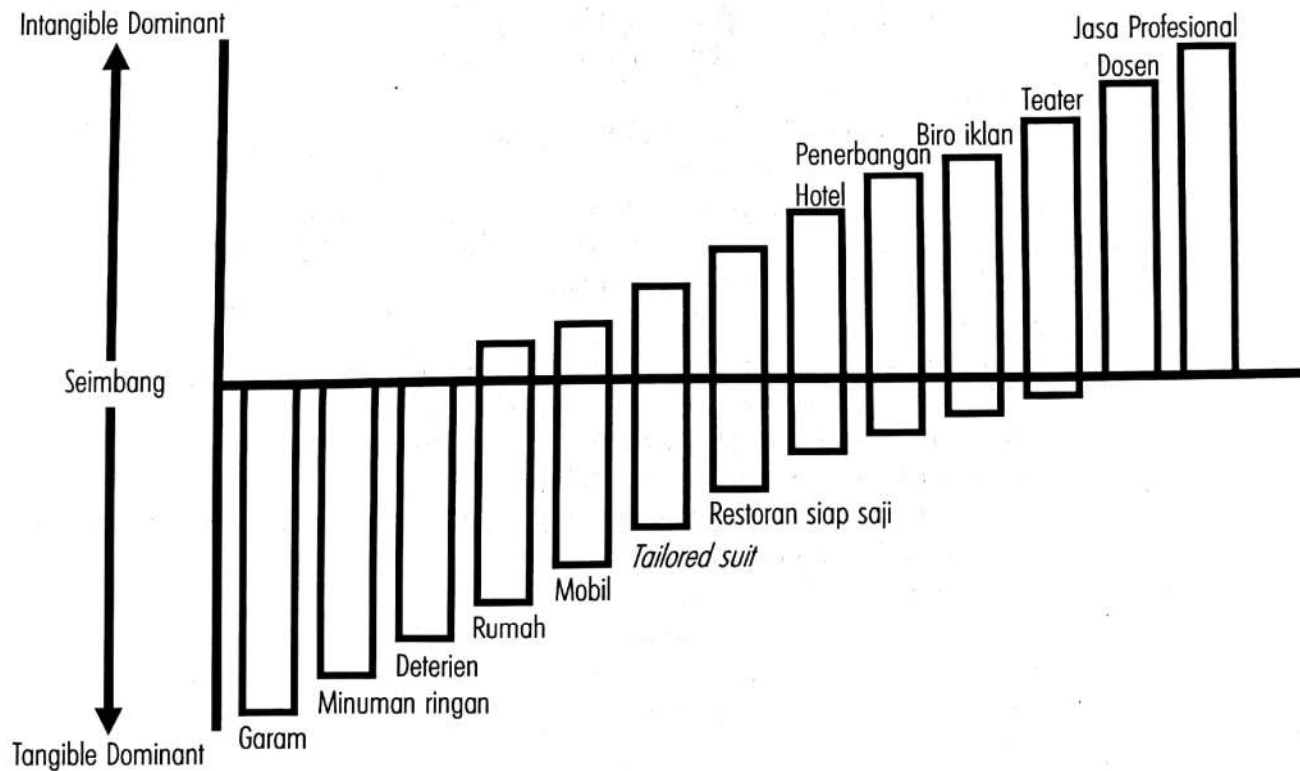


## Definisi Jasa

- **Jasa** : Setiap tindakan atau perbuatan yang dapat ditawarkan suatu pihak kepada pihak lain yang pada dasarnya bersifat intangible (tidak berwujud fisik) dan tidak menghasilkan kepemilikan sesuatu (Kotler dan Keller, 2012 ).
- 5 Katagori perusahaan menurut Kotler dan Keller ( 2012 ) :
  1. Produk fisik murni
  2. Produk fisik dengan jasa pendukung
  3. Produk hybrid
  4. Jasa utama yang didukung dengan barang dan jasa minor
  5. Jasa Murni

# Definisi Jasa

**GAMBAR 1.2 KONTINUM BARANG DAN JASA**



Sumber: Lovelock, Patterson & Walker (2004).

Sumber : Tjiptono, 2016



## Definisi Jasa

<b>Physical goods</b>	<b>Services</b>
Tangible	Intangible
Production and distribution separated from consumption	Production, distribution and consumption simultaneous processes
A thing	An activity or process
Core value produced in factory	Core value produced in interactions
Transfer of ownership	No transfer of ownership

Table 1. Differences between physical goods and services (Grönroos, 2000, p.47)



# Klasifikasi Jasa

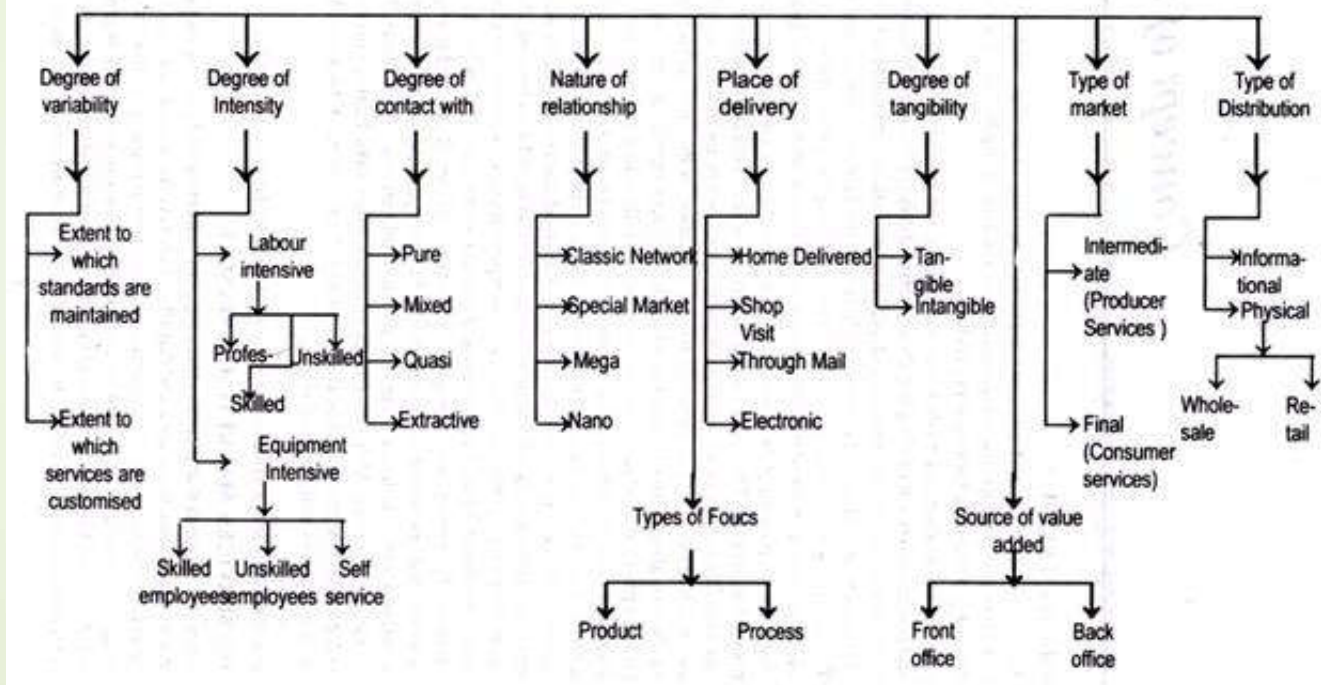
TABEL 1.3 TIPE-TIPE KLASIFIKASI JASA

BASIS	KLASIFIKASI	CONTOH
1. Segmen Pasar	1. Konsumen akhir 2. Konsumen organisasional	1. Salon kecantikan 2. Konsultan manajemen
2. Tingkat Keberwujudan	1. <i>Rented-goods services</i> 2. <i>Owned-goods services</i> 3. <i>Non-goods services</i>	1. Penyewaan mobil 2. Reparasi komputer 3. Penerjemah lisan
3. Keterampilan Penyedia Jasa	1. <i>Professional services</i> 2. <i>Non-professional services</i>	1. Dokter 2. Tukang parkir
4. Tujuan Organisasi Jasa	1. <i>Profit services</i> 2. <i>Non-profit services</i>	1. Hotel; bank swasta 2. Yayasan sosial
5. Regulasi	1. <i>Regulated-services</i> 2. <i>Non-regulated services</i>	1. Jasa penerbangan 2. Katering
6. Tingkat Intensitas Karyawan	1. <i>Equipment-based services</i> 2. <i>People-based services</i>	1. Mesin ATM 2. Pelatih renang
7. Tingkat Kontak Penyedia Jasa dan Pelanggan	1. <i>High-contact services</i> 2. <i>Low-contact services</i>	1. Universitas; rumah sakit 2. Bioskop; jasa pos

Sumber : Tjiptono, 2016

# Klasifikasi Jasa

FIGURE 1.1 : CLASSIFICATION OF SERVICES

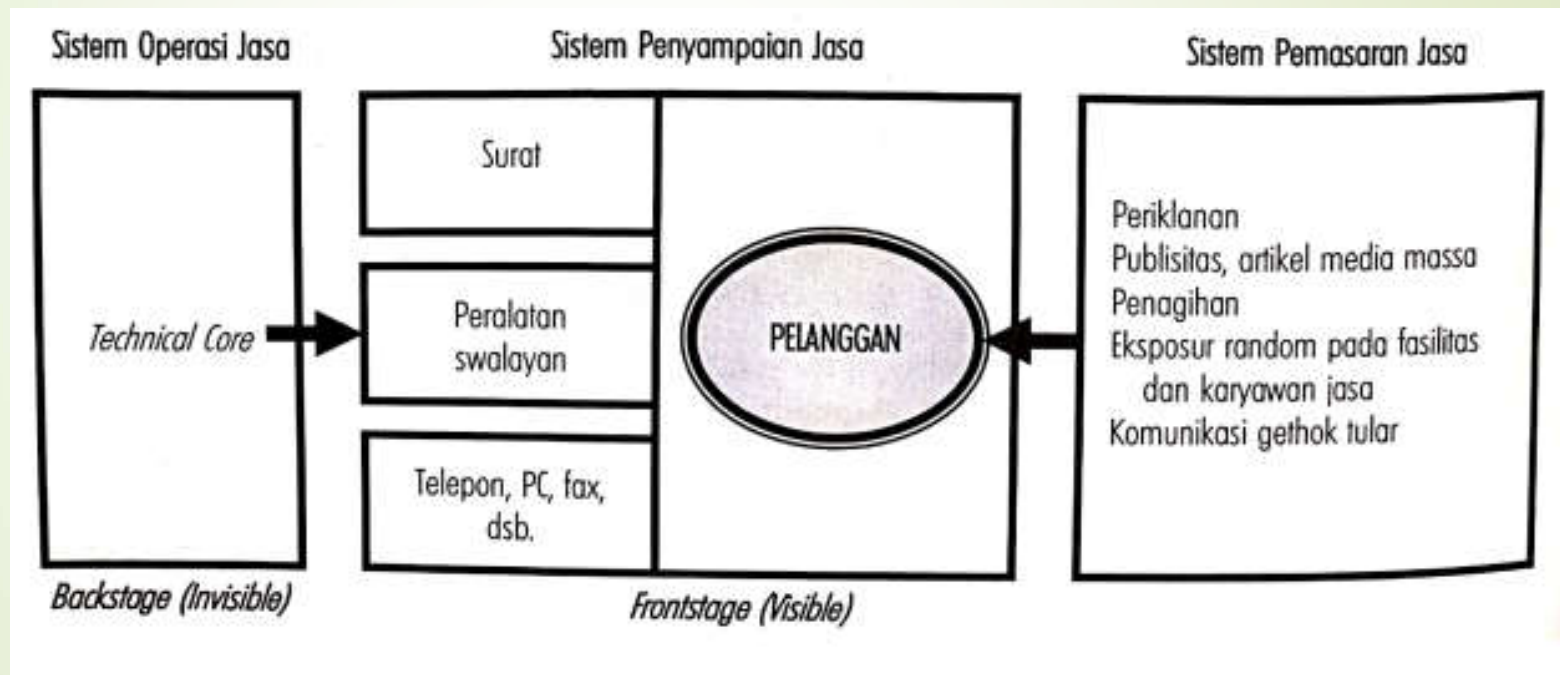


# Klasifikasi Jasa (Kontak Rendah v.s. Tinggi)



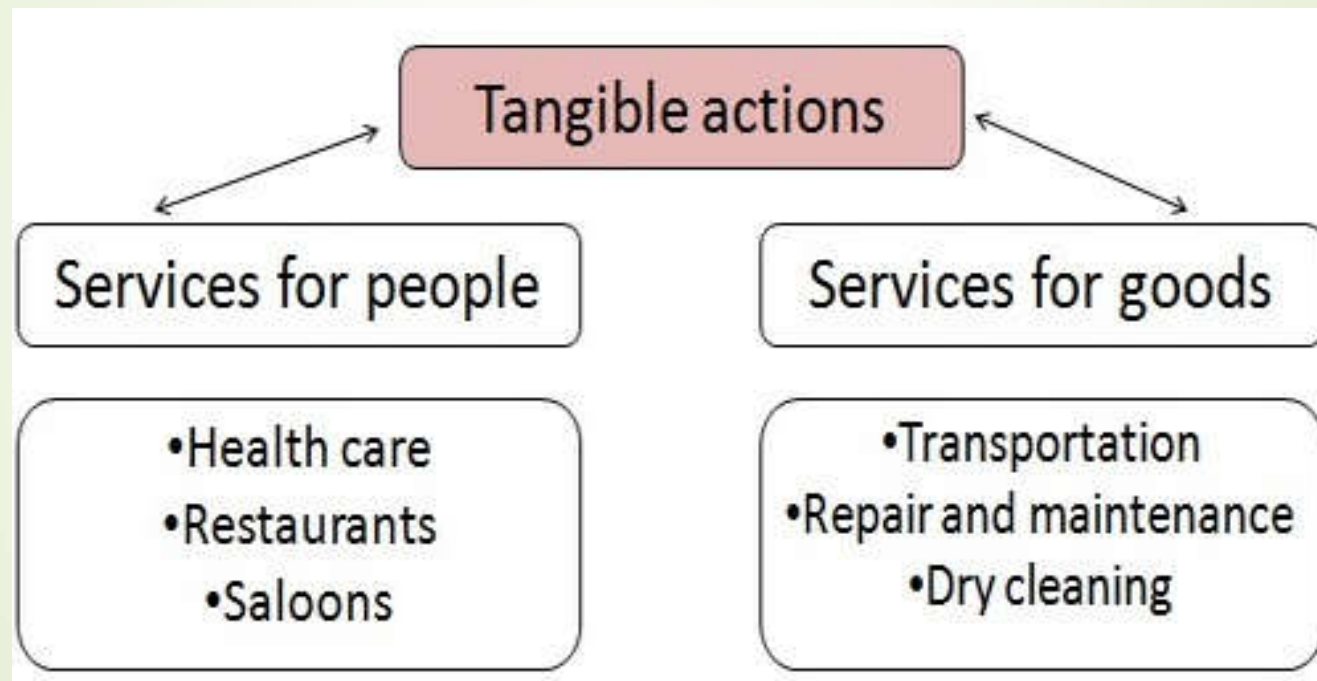
Sumber : Tjiptono, 2016

# Klasifikasi Jasa (Kontak Rendah v.s. Tinggi)

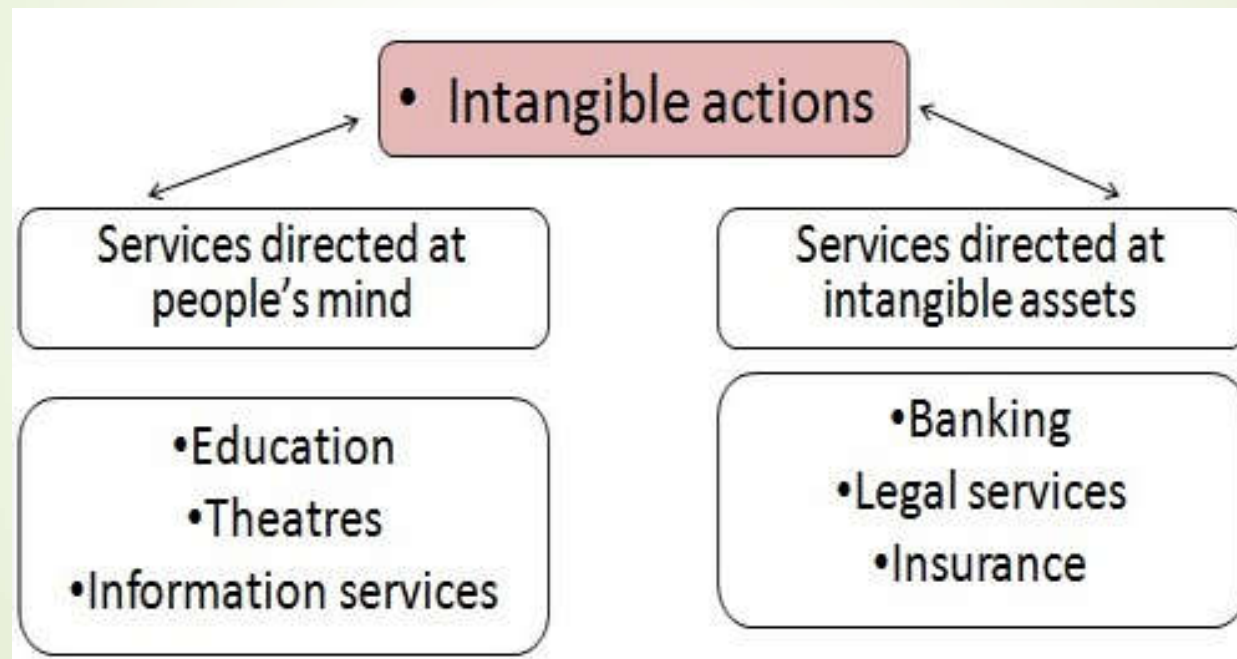


Sumber : Tjiptono, 2016

# Klasifikasi Jasa



# Klasifikasi Jasa





## Klasifikasi Jasa ( WTO – 2010 )

1. Business services.
2. Communication services.
3. Construction and related engineering services.
4. Distribution services.
5. Educational services.
6. Environmental services.
7. Financial services.
8. Health-related and social services.
9. Tourism and travel-related services.
10. Recreational, cultural, and sporting services.
11. Transport services.
12. Other services not included elsewhere.

**TABEL 1.4 TIPE-TIPE JASA INTERNASIONAL**

ISU	TIPE JASA INTERNASIONAL			
	CONTACT-BASED SERVICES	VEHICLE-BASED SERVICES	ASSET-BASED SERVICES	OBJECT-BASED SERVICES
Faktor apa yang melampaui batas-batas negara?	Orang	Sinyal elektromagnetik	Modal, prinsip-prinsip utama	Obyek
Faktor kritis dalam melewati batas negara	Kebijakan imigrasi/visa	<i>Transborder data flow policies</i>	Kebijakan investasi asing	Kebijakan perdagangan
Hambatan utama perdagangan	Mobilitas	Transmisi	Investasi	Perdagangan
Variabel transaksi utama	Komunikasi budaya	Ketersediaan <i>transmitter</i> atau <i>receiver</i>	Kebijakan perlakuan yang sama	<i>Country-of-origin effects</i>
Kekuatan komparatif	Interaksi dan penyesuaian <i>on-the-spot</i> mungkin dilakukan	Kemudahan teoretikal dalam mengakses seluruh dunia	Kehadiran permanen	Tidak bisa dibedakan dengan barang
Kelemahan komparatif	Dibandingkan obyek (benda), orang cenderung lebih sukar dipindahkan antar negara dikarenakan alasan ekonomi dan lain-lain.	Terbatas pada jasa berbasis informasi atau komunikasi	Kehadiran permanen membuat penyedia jasa sangat tergantung pada pemerintah di <i>host country</i>	Mudah ditiru
Contoh	Manajemen proyek, tenaga kerja temporer.	CNN, MTV, <i>computer services</i>	Toko ritel, hotel	VCD, DVD, perangkat lunak komputer, transportasi udara.

Sumber: Diadaptasi dari Clark, Rajaratnam & Smith (1996).

Sumber : Tjiptono, 2016





# Karakteristik Jasa

1. Intangibility
2. Heterogeneity
3. Inseparability
4. Perishability



# Intangibility

1. **Intangibility** is used in marketing to describe the inability to assess the value gained from engaging in an activity using any tangible evidence.
2. A defining characteristic of a service is that it is intangible – **it is not something physical that you can see, touch, or taste.**
3. Example : Teachers provide a service that is intangibile. You can't feel, touch, or taste the service of teaching as shown in. However, it is possible to give tangible proof for the quality of service, such as through state test scores.

Source: Boundless. "Intangibility." *Boundless Marketing*. Boundless, 26 May. 2016. Retrieved 19 Sep. 2016



# Heterogeneity

1. Service heterogeneity may be defined **as the changes in the quality of the same service provided** by different vendors.
2. Describes the uniqueness of service offerings
3. Example : All Big Macs at McDonald's, such as the one shown here, are almost identical. However, the same is not true of the service rendered by the same counter staff consecutively to two customers.

Source: Boundless. "Heterogeneity." *Boundless Marketing*. Boundless, 26 May. 2016. Retrieved 19 Sep. 2016



# Inseparability

1. Inseparability is a service characteristic that makes it impossible to disconnect the production of the service from its consumption.
2. Example : A barber is a part of the haircut service that he delivers to his customer. A haircut is delivered to and consumed by a customer simultaneously. In contrast, that same customer may consume a fast food burger a few hours after its purchase.

Source: Boundless. "Inseparability." *Boundless Marketing*. Boundless, 26 May. 2016. Retrieved 19 Sep. 2016



# Perishability

1. **Perishability** is used in marketing to describe the way in which service capacity cannot be stored for sale in the future.
2. Example : An airline, such as Delta Airlines shown in, can only sell seats on an airplane prior to departure. This service is only available for that definite time period. An empty seat on a plane never can be utilized and charged after departure. Once the plane has left for its scheduled flight, that service cannot be offered for that particular flight. Unsold seats lose their inherent value.

Source: Boundless. "Perishability." *Boundless Marketing*. Boundless, 26 May. 2016. Retrieved 19 Sep. 2016

# Karakteristik Jasa

	Common understanding in literature	Lovelock	Hill	Lovelock/ Gummesson	FTU framework
	Characteristics of services applied to services as a single entity	Service classification to reveal their characteristics	Proposal of a new characteristic	Proposal of a new characteristic	Characteristics of services applied to aspects of services
<b>Intan-gibility</b>	<ul style="list-style-type: none"> <li>• Not being palpable or material</li> <li>• A good is an object, a device, a thing; a service is a deed a performance, an effort</li> </ul>	Service classification of tangible and intangible actions towards people or objects	Change as a characteristic of services	Distinction between marketing transactions involving an ownership transfer (goods) and those not involving an ownership transfer (services) (right to obtain of rental/ access)	The provider is forced to offer a performance promise, which is intangible
<b>Hetero-geneity</b>	<ul style="list-style-type: none"> <li>• Difficulty in standardizing services</li> <li>• Related to 1) outcome, 2) production performance of different producers or persons, 3) over a certain period of time or 4) participation of customers</li> </ul>	Service classification to the extent which customer contact personnel perform customization in diagnosis and implementation			Customer resources are heterogeneous by nature, because they belong to the customers themselves
<b>Insepa-rability</b>	<ul style="list-style-type: none"> <li>• Production and consumption occur simultaneously</li> <li>• Service provider is often physically present when consumption takes place</li> <li>• Services are first sold, then produced and consumed simultaneously, whereas goods are first produced, then sold and afterwards consumed</li> </ul>	Service classification to the extent which supply is constrained and to the extent which demand fluctuates over time			Customer resources are necessary for services provision and must be present for the resource transformation
<b>Perish-ability</b>	<ul style="list-style-type: none"> <li>• The performance does not fix or realize itself in any particular subject or vendible commodity</li> <li>• The unavailable option of storing or stockpiling services</li> </ul>				The capacity perishes if not activated by the integration of customer recourses

# Karakteristik Jasa

Customer integration approach to characterize services

**Stages of service provision**

**Facilities**

**Transformation**

**Usage**

**Perishability**

The capacity perishes if not activated by the integration of customers external resources

Provider Resources

**Intangibility**

The provider is forced to offer a performance promise

offering

Resources Customer

demand

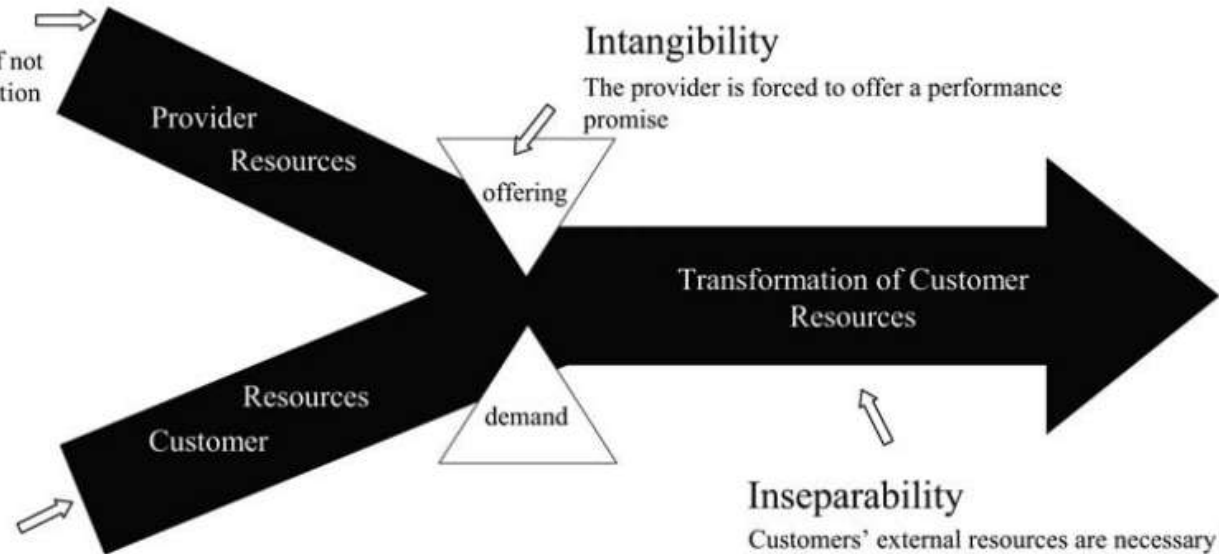
Transformation of Customer Resources

**Heterogeneity**

Customers' external resources are heterogeneous by nature, because they belong to the customers themselves

**Inseparability**

Customers' external resources are necessary for services provision and must be present for the resource transformation



# Masalah dan Strategi Jasa

**FIGURE 2**  
**Unique Service Features and Resulting Marketing Problems**

Unique Service Features	Resulting Marketing Problems	Selected References Citing Problems
Intangibility	1. Services cannot be stored.	Bateson (1977), Berry (1980), Langeard et al. (1981), Sasser (1976)
	2. Cannot protect services through patents.	Eiglier and Langeard (1975, 1976), Judd (1968)
	3. Cannot readily display or communicate services.	Rathmell (1974)
	4. Prices are difficult to set.	Dearden (1978), Lovelock (1981), Thomas (1978)
Inseparability	1. Consumer involved in production.	Booms and Nyquist (1981)
	2. Other consumers involved in production.	Bateson (1977), George (1977), Gronroos (1978)
	3. Centralized mass production of services difficult.	Sasser et al. (1978), Upah (1980)
Heterogeneity	1. Standardization and quality control difficult to achieve.	Berry (1980), Booms and Bitner (1981)
Perishability	1. Services cannot be inventoried.	Bateson (1977), Sasser (1976)



# Masalah dan Strategi Jasa

**FIGURE 3**  
**Suggested Marketing Strategies for Problems Stemming from Unique Service Features**

Unique Service Features	Marketing Strategies to Solve Problems	References Citing Strategies
Intangibility	1. Stress tangible cues.	Berry (1980), Booms and Bitner (1982), George and Berry (1981), Shostack (1977a)
	2. Use personal sources more than nonpersonal sources.	Donnelly (1980), Johnson (1969)
	3. Simulate or stimulate word-of-mouth communications.	Davis, Guitinan, and Jones (1979), George and Berry (1981)
	4. Create strong organizational image.	Judd (1968), Knisely (1979a), Thomas (1978), Uhl and Upah (1980)
	5. Use cost accounting to help set prices.	Beard and Hoyle (1976), Dearden (1978)
	6. Engage in post-purchase communications.	Bessom and Jackson (1975), Fisk (1981), Zeithaml (1981)
Inseparability	1. Emphasize selection and training of public contact personnel.	Berry (1981), Davidson (1978), George (1977), Gronroos (1978)
	2. Manage consumers.	Lovelock (1981)
	3. Use multisite locations.	Carman and Langeard (1980), Langeard et al. (1981), Upah (1980)
Heterogeneity	1. Industrialize service. <sup>a</sup>	Levitt (1972, 1976)
	2. Customize service.	Bell (1981), Berry (1980), Johnson (1981), Regan (1963), Sasser and Arbeit (1978)
Perishability	1. Use strategies to cope with fluctuating demand.	Lovelock (1981)
	2. Make simultaneous adjustments in demand and capacity to achieve a closer match between the two.	Sasser (1976)

<sup>a</sup>Levitt suggests specific techniques to substitute organized preplanned systems for individual service operations (e.g., a travel agency could offer prepackaged vacation tours to obviate the need for the selling, tailoring, and haggling involved in customization). This strategy is the opposite of customization.



## Perspektif Jasa

1. Core product perspective
2. Price perspective
3. Image perspective
4. Service perspective



# Perspektif Jasa

Service perspective characteristics are:

“The firm takes the view that an enhanced offering is required to support the customer’s value-generating processes, and that the core solution (a physical product, service or combination of goods and services) is not sufficient to differentiate the offering from those of competitors. Physical product components, service components, information, personal attention and other elements of customer relationships are combined into a *total service offering*. The offering is labelled a service offering, although the core solution may be based on a physical product, because all elements of the offering are combined to provide a value-generating service for customer. Developing such a total service package is seen to be of strategic importance and therefore given highest priority by management.” (Grönroos, 2000, p. 7. Italics in original).

Core product perspective characteristics are:

“The firm concentrates on the development of the core solution, whether this is a physical product or a service, as the main provider of value for the customer’s value-generating processes (the customer’s use of solutions to create value for himself or for an organizational user). Additional services may be considered necessary but not of strategic importance, and therefore they have a low level of priority. *Hidden services*, especially non-billable ones, are not recognized as value-enhancing services. The firm differentiates its package from others through providing an excellent core solution.” (Grönroos, 2000, p. 7. Italics in original).



## Orientasi Layanan

Service orientation is defined as an organization-wide embracement of a basic set of relatively enduring organizational **policies, practices and procedures** intended to support and reward service-giving behaviors that create and **deliver** “**service excellence.**”



# Orientasi Layanan

## Skala orientasi layanan (SERV\*OR Dimension)

1. Service leadership practices
2. Service encounter practices
3. Human resource management practices
4. Service systems practices

# Orientasi Jasa

No.	FAKTOR	DESKRIPSI	ITEM PENGUKURAN
1.	<i>Servant Leadership</i>	Perilaku layanan manajerial yang mengarahkan dan membentuk iklim layanan melalui contoh langsung dalam membantu, membimbing dan memenuhi kebutuhan karyawan.	<ul style="list-style-type: none"><li>* Manajemen secara terus-menerus mengkomunikasikan pentingnya layanan.</li><li>* Manajemen secara rutin meluangkan waktu turun ke lapangan bersama pelanggan dan karyawan lini depan.</li><li>* Manajemen secara terus-menerus mengukur kualitas layanan.</li><li>* Manajemen menunjukkan bahwa mereka peduli terhadap layanan dengan cara memberikan layanan sendiri secara terus-menerus.</li><li>* Manajemen menyediakan sumber daya, bukan hanya "kata-kata" untuk meningkatkan kemampuan karyawan dalam memberikan layanan berkualitas.</li><li>* Manajer memberikan masukan secara pribadi dan kepemimpinan untuk menciptakan layanan berkualitas.</li></ul>

Sumber : Tjiptono, 2016

# Orientasi Jasa

No.	FAKTOR	DESKRIPSI	ITEM PENGUKURAN
2.	Visi layanan	Komunikasi visi layanan secara konsisten dan "top-down" dalam rangka menekankan pentingnya kualitas layanan dan kepuasan pelanggan dalam penciptaan nilai superior bagi organisasi.	<ul style="list-style-type: none"><li>✦ Terdapat komitmen nyata terhadap layanan dalam organisasi kami, bukan hanya sekedar kata-kata.</li><li>✦ Pelanggan lebih dipandang sebagai peluang untuk dilayani dan bukan hanya sebagai sumber penghasilan.</li><li>✦ Diyakini secara mendasar bahwa organisasi eksis untuk melayani kebutuhan pelanggan.</li></ul>
3.	<i>Customer Treatment</i>	Kemampuan memperlakukan pelanggan sedemikian rupa sehingga mampu menciptakan persepsi positif terhadap kinerja layanan.	<ul style="list-style-type: none"><li>✦ Para karyawan memperhatikan pelanggan sebagaimana mereka ingin diperhatikan.</li><li>✦ Para karyawan memberikan "perhatian ekstra" kepada pelanggan.</li><li>✦ Kami jelas lebih bersahabat dan sopan dibandingkan para pesaing kami.</li><li>✦ Para karyawan berupaya keras mengurangi ketidaknyamanan bagi pelanggan.</li></ul>

Sumber : Tjiptono, 2016

# Orientasi Jasa

4.	Pemberdayaan Karyawan	Memberikan tanggung jawab dan wewenang kepada karyawan untuk membuat keputusan berkenaan dengan aktivitas kerjanya sehari-hari dalam rangka memuaskan kebutuhan pelanggan secepat dan seefektif mungkin.	<ul style="list-style-type: none"><li>• Para karyawan sering membuat keputusan penting menyangkut pelanggan tanpa harus meminta persetujuan manajemen.</li><li>• Para karyawan memiliki kebebasan dan wewenang untuk bertindak secara independen dalam rangka memberikan layanan berkualitas.</li></ul>
5.	Pelatihan Layanan	Investasi dalam pengembangan sumber daya manusia, khususnya untuk peningkatan human <i>relations skills</i> , <i>problem-solving skills</i> , dan <i>service-related skills</i> lainnya.	<ul style="list-style-type: none"><li>• Setiap karyawan memperoleh pelatihan keterampilan personal yang dapat meningkatkan kemampuan mereka untuk memberikan layanan berkualitas tinggi.</li><li>• Kami meluangkan banyak waktu dan usaha dalam aktivitas pelatihan simulasi yang membantu kami meningkatkan layanan manakala benar-benar menghadapi pelanggan.</li><li>• Selama sesi pelatihan, kami melakukan latihan-latihan untuk mengidentifikasi dan memperbaiki sikap terhadap pelanggan.</li></ul>
6.	Imbalan Layanan	Keterkaitan erat antara kompensasi atau imbalan karyawan dan kinerja layanan.	<ul style="list-style-type: none"><li>• Manajemen memberikan insentif dan penghargaan yang bagus bagi semua jenjang manajemen atas kualitas layanan, bukan hanya produktivitas.</li><li>• Organisasi ini secara jelas menghargai layanan yang unggul.</li></ul>

Sumber : Tjiptono, 2016





# Prinsip Manajemen Jasa

1. Profit equation dan logika bisnis
2. Wewenang pengambilan keputusan
3. Struktur organisasi
4. Fokus penyeliaan
5. Sistem Imbalan
6. Fokus pengukuran kinerja

# Prinsip Manajemen Jasa

No.	ELEMEN	PRINSIP	DESKRIPSI
1.	<i>Profit equation</i> dan logika bisnis	Persepsi pelanggan terhadap kualitas jasa mempengaruhi laba.	Keputusan menyangkut efisiensi eksternal dan efisiensi internal (kepuasan pelanggan dan produktivitas modal dan tenaga kerja) harus diintegrasikan secara total.
2.	Wewenang pengambilan keputusan	Pengambilan keputusan harus didesentralisasikan sedekat mungkin pada titik kontak antara organisasi dan pelanggan.	Beberapa keputusan strategis penting harus dibuat secara terpusat.
3.	Struktur organisasi	Organisasi harus distrukturisasi dan difungsikan sedemikian rupa sehingga tujuan utamanya adalah memobilisasi sumber daya dalam rangka mendukung operasi lini depan.	Kerap kali dibutuhkan struktur organisasi 'ramping' tanpa jenjang manajerial yang tidak perlu.
4.	Fokus penyeliaan	Manajer dan penyelia berfokus pada pemotivasi-an dan dukungan para karyawan.	Prosedur pengendalian legislatif ditekan seminimum mungkin, meskipun beberapa prosedur mungkin dibutuhkan.
5.	Sistem imbalan	Sistem imbalan difokuskan pada upaya penciptaan kualitas sebagaimana diharapkan dan dipersepsikan pelanggan.	Semua elemen kualitas jasa yang relevan harus dipertimbangkan, walaupun tidak semuanya selalu bisa disatukan dalam sistem imbalan.
6.	Fokus pengukuran kinerja	Kepuasan pelanggan dan kualitas jasa harus menjadi fokus utama pengukuran prestasi.	Dalam rangka memantau produktivitas dan efisiensi internal, kriteria pengukuran internal juga perlu digunakan.

Sumber : Tjiptono, 2016



**Next**

➤ Desain Jasa