

DESIGNING SERVICE BLUEPRINT AT THE HOTEL LABORATORY OF CIPUTRA UNIVERSITY

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Abstract: The tourism industry has recovered from the effect of pandemic COVID-19, which means the stakeholders in the hospitality sector must be able to respond, including hotel managers and higher education institutions that have tourism and hospitality study programs. However, this phenomenon is inversely proportional to the number of workers in the tourism industry who have tourism education up to a bachelor's degree. This shows that there is a need for useful learning facilities to accelerate the competency of hospitality graduates, such as the availability of practical laboratories and hotel systems that are operated to resemble real activities. The object of this research is the Ciputra University Laboratory Hotel, which operates in March 2023 with a fluctuating occupancy rate. The operational activities of the Hotel Laboratory are handled by staff (internship students) who change every day, which makes a great possibility of service inconsistencies delivered to the hotel guests; therefore, it is necessary to have a service system that can be used as a reference for the services delivered to the guests hotel in the form of a service blueprint. This research uses a qualitative approach with triangulation of data sources. The number of informants is 8 people, represented by experts in the field of hotel management, internal management of the hotel laboratory, and customers (guests) of the hotel laboratory. The final results of this research are represented in a form of service blueprint chart that can be implemented by employees (internship students) who are working at the Hotel Laboratory of Ciputra University.

Keywords: Service, Blueprint, Education, Hospitality, Student.

INTRODUCTION

Indonesian tourism is the backbone, economic driver and main foreign exchange contributor for Indonesia. The tourism sector also provides employment for 12.7 million people, or 10.5% of total national employment (School of Strategic and Global Studies, University of Indonesia, 2022). In Figure 1, it can be seen that foreign exchange earnings from the Indonesian tourism sector experienced an upward trend which continued to increase from 2016 to its peak in 2019, namely USD 17.76 billion.

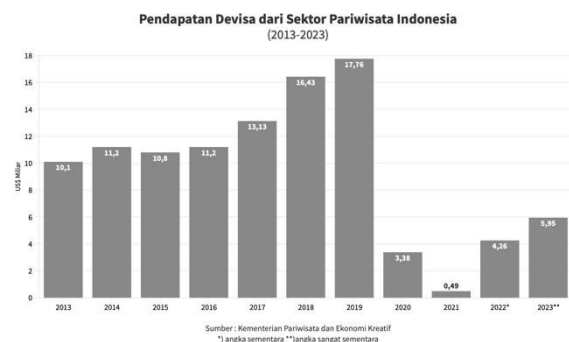


Figure 1. Graph of Indonesia's Foreign Exchange Earnings from the Tourism Sector

However, this trend changed drastically in 2020 and fell even lower in 2021, which was caused by the COVID-19 pandemic. It cannot be denied that the COVID-19 pandemic has had a massive impact on the tourism industry. Data from

Ministry of Tourism and Creative Economy (Kemenparekraf) of the Republic of Indonesia states that the number of foreign tourist arrivals coming to Indonesia in 2020 decreased by 75% from the previous year. The decline in the number of tourist arrivals also has an impact on the hotel industry, which is reflected in the decline in hotel occupancy rates in tourism areas, namely only 12.67% in 2020 (BPS, 2020).

Nevertheless, in 2022 the tourism and hotel industry will begin to gradually recover, with the COVID-19 pandemic increasingly under control. Foreign exchange earnings from the Indonesian tourism sector will reach USD 4.26 billion in 2022. This value has jumped by 769.39% compared to the previous year. East Java Province also felt the impact of the recovery of the tourism industry after the Covid pandemic, which can be seen from the number of tourist visits in East Java in July 2023, which increased by 233.5% compared to the same month in 2022, while the hotel room occupancy rate in East Java in July 2023 is at 58.25% (Bappeda, 2023).

The recovery in the tourism industry must of course be able to be responded to by hotel managers. Hotel management needs to re- imagine the customer experience and re-engage with customers to build and maintain their trust (Kusumawidjaya et al., 2021). This is no exception in higher education institutions that have study programs in tourism and hospitality. However, this phenomenon is inversely proportional to the number of workers in the tourism industry who have tourism education up to a bachelor's degree. Data reported by BPS (2020) shows that the number of workers in the national accommodation sector reached 348,269 people in 2020, but of this number, only

30.12% of workers had a hotel/tourism educational background.

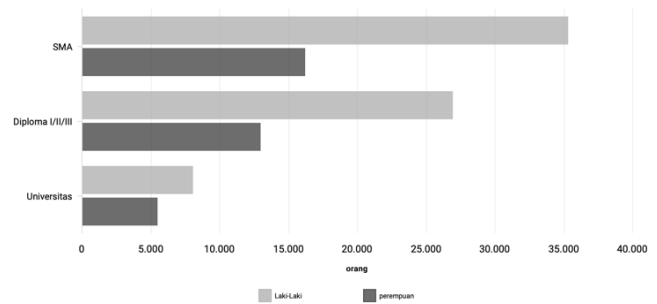


Figure 2. Number of Workers with Tourism Vocational Education Background by Level (2020)

This shows that there is a need for useful learning facilities to improve and accelerate the competence of hospitality graduates, such as the availability of practical laboratories and hotel systems that are operated to resemble real activities (Jayano & Indra, 2019). It is also beneficial for students to have practical experience before graduating, so that when the student graduates, their experience will be more appreciated by entry-level hotel managers (Ren & McKercher, 2021).

In line with the vision promoted by Ciputra University, namely Creating World-Class Entrepreneurs, the Hotel and Tourism Business study program also strives to produce the best quality students, one of which is through real hospitality and service learning for students through pre-internship practice at the Hotel Laboratory. Ciputra University. Hotel Laboratory is a campus business unit under the Ciputra University Hotel and Tourism Business study program, located on Jl. Citra Raya Lakarsantri, Surabaya and only opened in March 2023. Hotel Laboratory is classified as an on- campus training hotel, namely a small-scale university-owned hotel aimed at providing education and real work practices in the hotel industry (Ren & McKercher, 2021).

Ciputra University Laboratory Hotel has 3 types of rooms with the same standard as commercial hotels as follows: 1 suite type room, 1 Deluxe type room and 1 capsule type room containing 3 capsules inside. Because it only started operating in February 2023, the occupancy rate of the Ciputra University Laboratory Hotel is still very fluctuating and tends to fall. This can also be proven by the amount of income received by the Ciputra University Laboratory Hotel during the last 6 months, presented in the graph below.

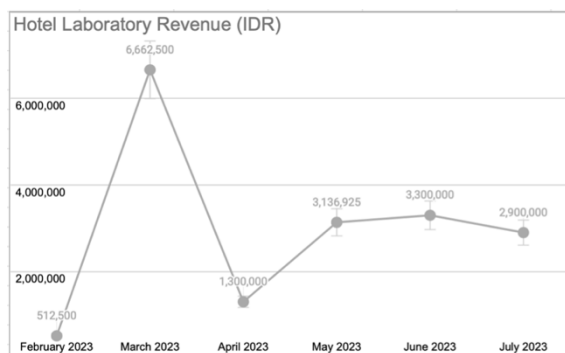


Figure 3. Hotel Laboratory Revenue (February- July 2023)

The main market share of the Hotel Laboratory is the academic community of Ciputra University Surabaya due to its location close to the campus, so the majority of guests who stay at the Hotel Laboratory come from corporate guests or aim at Ciputra University. Hotel Laboratory has also been registered on the online travel agent site booking.com, so it does not rule out the possibility of getting external guests. Currently, there is only 1 permanent staff member at the Ciputra University Hotel Laboratory as a laboratory assistant, assisted by supervisors who work part-time. Pre-internship students in semester 6 play the role of staff who carry out daily operational activities.

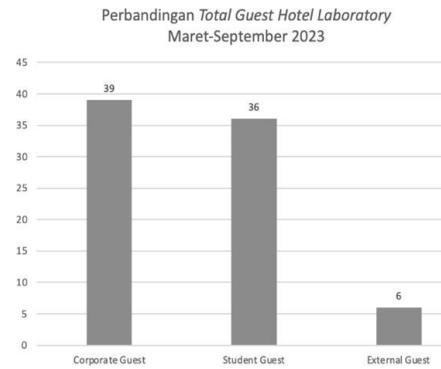


Figure 4. Comparison of Hotel Laboratory Guest Composition (March- September 2023)

The implementation of operational activities at the Hotel Laboratory is managed by staff member as laboratory assistant, who oversees 3 student internship practice schemes within it. The internship practice for this course is carried out in the form of group work, namely students form 1 group of 4-5 people who are then placed in 5 divisions, namely front office, housekeeping, administration, laundry, and marketing. The division process is based on adapting to Human Resource needs in the hotel industry.



Figure 5. Semester 6 Internship Students Intern students carry out their work on

a shift schedule with other groups, where 1 group is responsible for working half a day (6 hours) a week. In total, there are 12 groups of intern students working at the Ciputra University Laboratory Hotel. Based on the intern student shift schedule, it can be seen that the main activity, namely hotel operations, is carried out by staff (internship students) who continue to change every day, so it is very possible for there to be inconsistencies in the quality of

service provided to hotel guests. What's more, they only work for 1 semester; after that semester ends, students will end their internship period at the Ciputra University Laboratory Hotel, and instead the Ciputra University Laboratory Hotel accepts the next step of students to carry out practical internships.

As an effort to build customer loyalty, it is necessary to make an effort from service providers to create and implement service quality standards provided to consumers (Rizky et al., 2018). However, currently there is no standard service system used at the Ciputra University Laboratory Hotel because this campus business unit is still relatively new.

Therefore, this research aims to create a service system that can be understood and implemented well by employees who are working at the Hotel Laboratory of Ciputra University.

There is a tool that can be used to help create a new service concept, which is often called a service blueprint (Lovelock & Wright, 2016). Service blueprint is a diagram map that aims to improve the service system (Limanan, 2017). Service blueprint can clarify the activities that occur between consumers and employees, and explain how behind-the-scenes activities occur, this can be an advantage for the company, because in general companies that are oriented towards operational activities tend to focus on managing backstage activities and ignore the consumer's perspective from front-stage activities.

Bitner et al (2007) studied the benefits of implementing a service blueprint on improving the quality and innovation of services at several companies in Aramark Park & Resort, Arizona, United States. The

results of implementing a service blueprint for Lake Powell were improved service quality and the creation of new services that were able to reduce more than 50% of customer complaints. The return customer visit rate increased by 12% and customer satisfaction levels also increased significantly.

THEORETICAL REVIEW AND HYPOTHESES

Practical Learning Pedagogy

A successful practicum must have a clear pedagogical goal, i.e., when work-related elements are closely tied to the curriculum so that students gain program-related knowledge while developing some practical skills. Achieving this goal requires close relationships involving students, institutions (universities and teachers), and the organization where the practicum takes place (Ren & McKercher, 2021). Experiential learning is a learning model where knowledge is created through the transformation of experience. This theory carries the paradigm that learning is a holistic and dynamic process. (Ekasari, 2021).

Hotel

The definition of a hotel, according to the Minister of Tourism and Postal Decree No.KM/37/PW/304/MPPT-86, is a type of accommodation that provides part or all of a building to provide lodging, food and drink, and other services for the public, which is managed on a commercial basis (Krestanto Nidn et al., 2019).

Based on the definition of hotels above, it can be concluded that hotels are:

1. A type of accommodation
2. Providing accommodation, food and drink services
3. Managed commercially to make a profit

4. Aims to satisfy guests' needs

On-Campus Training Hotel

There is a model called on-campus hotel training that is adopted by universities to facilitate hotel students learning hotel management practices. On-campus hotel training has the main priority of achieving educational results; return on investment is also expected, but on a smaller priority scale.

compared to the main objective. On-campus training hotel management are members of the relevant faculty, and the majority of hotel guests are school visitors, parents, or students (Ren & McKercher, 2021). Based on the explanation above, it can be concluded that the On Campus Training Hotel is:

1. A small-scale hotel/hotel laboratory, managed by the university.
2. Built with the main aim of education, namely preparing hotel students to be ready to work in the industry.
3. Learning is carried out practically with a practical operational curriculum.
4. The majority of guests are university visitors, students and parents of students.

Service Management

A service is a form of service offered by a service provider to other people that provides benefits to other people. Services are all economic activities whose results are not products in physical form, providing added value, or a solution to problems faced by consumers (Utami et al., 2019). Service is an action that creates benefits for customers by bringing about changes desired by the customer/recipient of the service (Lovelock & Wright, 2016). Integrated service management is the coordinated planning and

execution of marketing, operational, and human resource activities that are essential for the success of a company.

Service as a System

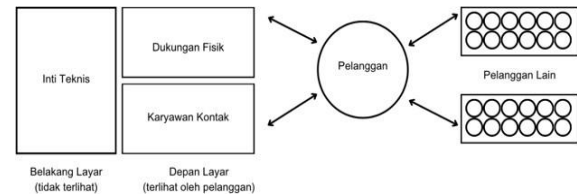


Figure 6. Service Business Services as a system

The illustration of a service business as a system above explains that businesses in this field will be successful if they are created as a system (Utami et al., 2019). A business owner should.

Service Design

Service design is a complex plan that requires an understanding of how core and additional services are combined to create a product offering that meets the needs of the target market. The majority of services lack a tangible structure, which makes them more difficult to plan and execute. However, services can be mapped by determining the steps required to create core and additional service elements. In creating a service design, a service blueprint can be used to document existing services or design new service concepts (Lovelock & Wright, 2016).

Service Blueprint

A service blueprint is an image or map that accurately depicts a service system in such a way that everyone involved in delivering the service can understand and implement it objectively, regardless of their role or individual point of view. Service blueprints are very useful in the design

and redesign stages of the service development process. As for instance, Pandey & Kulshrestha (2021) conducted research on how hotels in the New Delhi area, India adapted during the Covid-19 pandemic. This study examines changes in customer service patterns during hotel stays. Hotels use tools, namely service blueprints, to make adjustments to service delivery patterns to consumers. Service blueprints also simultaneously describe the service delivery process, customer contact points, customer and employee roles, and service elements that are visible to customers and can provide ideas for product/service improvements. There are 9 main components in creating a service blueprint (Bordoloi et al., 2019), explained as follows:

1. Physical evidence
Things that consumers can see and experience are physical objects that come into contact with customers and can be designed (Bordoloi et al., 2019).
2. Customer actions
Customer actions describe the steps, choices, activities, and interactions that customers carry out in the process of buying, consuming and evaluating services.
3. Line of Interaction
Reflects direct interaction between customers and service provider organizations (Tjiptono, 2022).
4. Onstage Contact Person
Steps and activities carried out by employees that are in direct contact and visible to customers.
5. Line of visibility
The line that differentiates where the activities are carried out cannot be seen by consumers, distinguishing

between on-stage and back-stage activities (Bordoloi, et.al., 2019).

6. Backstage contact person
Internal activities that are not seen by consumers, which are related to the onstage activities of contact persons above them (Bordoloi et al., 2019).
7. Line of internal interaction
The line that differentiates all activities that occur at the top from support activities (Bordoloi et al., 2019). Separate contact employee activities from other support service activities (Tjiptono, 2022).
8. Support Process
Supporting processes include services, steps, and internal interactions that take place to support contact employees in delivering services to customers.
9. Possible Fail Points
It is depicted right next to the activity where the problem may have occurred. Fail points indicate that more attention must be paid to avoid undesirable things happening (Bordoloi et al., 2019).

Steps to Create a Service Blueprint

Wilson et al. (2016) formulated six guiding steps in creating a service blueprint, namely:

1. Identify the process that will be made into a blueprint.
2. Identify consumer segments involved in the service process.
3. Map the process through the consumer's perspective.
4. Map contact employee actions, both onstage and backstage, as well as related technology used (if any).
5. Link contact activities with required support activities.
6. Add Physical Evidence at each

Customer Action step.

7. Identify Fail Points.

Guest Cycle

Kasavana (2017) explains that there are four basic activities that constitute the cycle and rotation of guest activities during their stay, or what is usually called the guest cycle, namely: before arrival (pre-arrival), upon arrival (arrival), while the guest is staying at the hotel (occupancy), and when guests leave the hotel (departure).

1. Pre-arrival: In the stage before arrival, the reservation officer must be able to respond quickly and accurately to guests' needs for upcoming reservations and record incoming reservations.
2. Arrival: Arrival begins with the guest arriving at the reception to carry out the registration process and ends when the guest arrives at the room.
3. Occupancy: is the stage when guests stay at the hotel. Apart from the facilities you get when you pay the hotel room price, there are other facilities that require a fee. At the occupancy stage, the accounting department must record all transactions carried out by guests. Furthermore, these accounting records must be checked periodically for accuracy and completeness through a process called a night audit so that when guests leave the hotel (check-out) at a later date,

guests do not have problems with payments.

4. Departure: This is the stage when guests will carry out check out procedures and leave the hotel. In general, when a guest wants to carry out the check-out procedure, the guest goes to the cashier/reception desk to hand over the key and pay the bill.

METHODOLOGY

The research method used in this research is a qualitative case study using data triangulation. This research seeks to understand the service flow that occurs at the Ciputra University Laboratory Hotel so that researchers can develop a service blueprint that is expected to become a service standard that can be applied by all employees who are working at the Laboratory Hotel. The technique for selecting informants in this research uses a purposive sampling method because it requires sources who are involved in the process of daily operational activities to be used as research informants in order to understand the flow of the service blueprint that needs to be created.

Informants in this research were obtained through in-depth interviews conducted with 8 informants, categorized as 5 external informants namely 2 experts in the field of hotel services and 3 external guests of the Hotel Laboratory. Meanwhile the 3 internal informants are 2 chairperson from the management of the Ciputra University Laboratory Hotel, and 1 intern student.

Table 1. Source of informants

No	Source of Informant	Consideration	Number of Person
1	External: Experts in Hotel Services (2 informants)	<ol style="list-style-type: none"> Has experience in the field of hotel management Understand the flow of services provided by the hotel 	<ol style="list-style-type: none"> <i>General Manager Hotel Ciputra World Surabaya</i> <i>Manager Golden Ganesha, STIPRAM</i> <i>Jogjakarta</i>
2	Internal: Ciputra University Laboratory Hotel Management (3 informants)	<ol style="list-style-type: none"> Involved in the internal management of the Ciputra University hotel laboratory Understand the flow of services provided by the Ciputra University laboratory hotel 	<ol style="list-style-type: none"> Head of the Hotel and Tourism Business Study Program, Ciputra University Hotel Laboratory Manager at Ciputra University Staff (Student Interns)

Based on this design, our research design is composed of the following steps:

Data collection

The data collection techniques used in this research consisted of interviews, observation, and documentation. Interviews were conducted with informants who had been determined to obtain findings on the questions that had been prepared. Observations are carried out to obtain findings based on direct observation of research subjects. Documentation is carried out as supporting evidence for the results of interviews and observations that have been carried out.

Data Filtering

The validity of the data is carried out to prove whether the research carried out is truly scientific research as well as to test the data obtained. Validity The next step is to test the validity of the data obtained through the data reduction and

data source triangulation stages. Data reduction aims to simplify the data process, while data source triangulation is used to check data obtained from several data sources. The data reduction stage is a data simplification process, so that not all the data collected in the previous stage is used. Data reduction is aimed at sharpening, classifying, directing, removing unnecessary data, and organizing it. The results of the data reduction stage are used in the next stage, namely data source triangulation.

Data Evaluation

The data evaluation test used in this research is a data triangulation technique, namely an effort to take different data sources in different ways to obtain the validity of the data, which is done by checking data obtained from several sources. The data that has been analyzed by researchers is expected to produce results. conclusions and agreements from these three sources (Sugiyono, 2019).

Data analysis is the process of systematically searching and compiling data obtained from interviews, field notes, and other materials so that it can be easily understood and the findings can be informed to others (Sugiyono, 2019). The data analysis technique used in this research is descriptive qualitative with Miles and Huberman's interactive data analysis method. At this stage, analysis is carried out on the data that has been categorized in the previous stage. Data specifications are focused on research problems. The data presented is given analysis in the form of an explanation of the appropriateness of the categories and appropriate arguments based on the theory in the previous explanation.

Synthesis and Conceptualisation

At this stage, the researcher interprets the data that has been presented, focusing on the problem. The step taken at this stage is to describe the results of the analysis and then draw conclusions.

ANALYSIS AND DISCUSSION

Data Analysis

This research uses data analysis assisted by qualitative data processing software applications. Based on the coding process that has been carried out, 8 themes were obtained with a total of 58 subthemes as follows:

1. Consumer Segmentation Theme: 13 subthemes
2. Service Type Theme; with 5 subthemes
3. Customer Action theme; with 5 subthemes
4. Service Process Theme which is divided into 2:
 - a. Onstage: with 3 subthemes
 - b. Backstage: with 9 subthemes

5. Support System theme; with 4 subthemes
6. Physical Evidence Theme; with 14 subthemes
7. Fail Points Theme; with 5 subthemes
8. People Management Theme

The analysis functions used in this research are crosstab and matrix coding. Crosstab functions to show the relationship between informants and coding on a theme, while crosstab functions to show the connection between two themes. The data presentation process is carried out by displaying the results of crosstab analysis, matrix coding as needed and a project map which shows a visualization of the informant's role in a coding theme. The discussion analysis is closed with a conclusion statement on each coding theme.

Crosstab-Segmentasi									
Nodes	Christina Atmami	Ellen Lawrenceia	Jeffrey Febrianto	Karina Adia	Laxi Pranata	Rifatul Sholihah	Syifa Fauziyyah	Theresia Rianatika	Total
Corporate	42,86%	20%	0%	0%	0%	0%	100%	20%	13,04%
External	28,57%	40%	0%	33,33%	50%	0%	0%	40%	19,57%
FIT Government	0%	0%	5,26%	0%	0%	0%	0%	0%	2,17%
FIT Offline	0%	0%	5,26%	0%	0%	0%	0%	0%	2,17%
FIT Online	0%	0%	10,53%	0%	0%	0%	0%	0%	4,35%
Leisure Group	0%	0%	5,26%	0%	0%	0%	0%	0%	2,17%
Longstay	0%	20%	5,26%	66,67%	25%	0%	0%	20%	13,04%
MICE Group	0%	0%	5,26%	0%	0%	0%	0%	0%	2,17%
Ownerspace	0%	0%	10,53%	0%	0%	0%	0%	0%	4,35%
Student	28,57%	20%	0%	0%	25%	100%	0%	20%	15,22%
Tour Group	0%	0%	26,32%	0%	0%	0%	0%	0%	10,87%
Travel Agent FIT	0%	0%	5,26%	0%	0%	0%	0%	0%	2,17%
Wholesa...atic FIT	0%	0%	21,05%	0%	0%	0%	0%	0%	8,7%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%

Figure 7. Coding reference percentage for customer segmentation theme

Coding reference analysis on a theme shows the percentage weight of the contribution of each subtheme within it. Based on the table above, it can be seen that the contributions of the subthemes that received the most agreement is in the following order:

1. External segment as much as 19.57%
2. Student segment as much as 15.22%
3. Corporate segment as much as 13.04%
4. Longstay segment as much as 13.04%

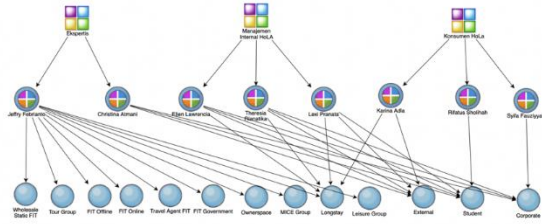


Figure 8. The role of informants in the theme of consumer segmentation

Based on the interview results, it can be elaborated that most of the consumer segmentation for the laboratory hotel comes from corporate, external, student, and longstay. The corporate segment refers to guests who come from reservations made by the university related to the guest's needs during their visit to the university. External segmentation is guests who come from outside the university, and generally make reservations through online travel agents.

This is supported by the following interview transcript:

"Then after that there are also external guests who yesterday we received longstay guests from Bandung, then there are also guests who book from OTA, some of whom are indeed outside the UC academic community" (Manager of Hotel Laboratory)

"Most of them are from OTA. We use 6 OTAs, Traveloka, Agoda, Tiket.com, Booking.com, then Expedia, Pegi-pegit" (Manager of Golden Ganesha, STIPRAM)

Based on the results of the data analysis regarding the components needed to create a service blueprint, technical conclusions can be obtained in compiling the service blueprint chart.



Figure 9. Main flow of Service Blueprint

Figure 9 explains how to read the service blueprint chart, which is based on a

chronological approach to consumer activity starting from the pre-arrival, arrival, occupancy, departure, and post-departure stages. In general, the service blueprint chart is depicted horizontally without interruption, starting from the first activity to the last activity, but in this study, the service blueprint chart is depicted several pages apart because it follows the size of the paper. for the Hotel Laboratory, Ciputra University, Surabaya, as follows:

Service Blueprint components at the Pre-Arrival stage

At the pre-arrival stage, the main activities between customer action and onstage employee action are related to the awareness, consideration, and hotel room booking process. Details of the service blueprint components at the pre-arrival stage are explained as follows:

1. Physical Evidence: OTA, Instagram, WhatsApp, Website, Academic Support, Flyer/Brochure.
2. Customer Action & Onstage Employee Action:

The direct booking flow for hotel rooms is presented as follows:

- i. Guests contact via touchpoint (phone or WhatsApp).
- ii. The front office asks for requirements and offers available hotel rooms.
- iii. Guests confirm hotel room reservations.
- iv. The front office provides a confirmation letter
- v. Guest makes payment.
- vi. Front Office sends payment receipt.

3. Support Process: Google Workspace.
4. Possible fail points: None.

Service Blueprint components at the Arrival stage

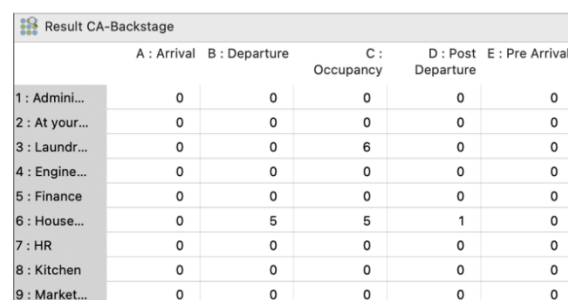
At the arrival stage, the main activities between customer action and onstage employee action are related to the process of guests arriving at the hotel, carrying out check-in procedures, and the process of delivering guests to the booked rooms. Details of the service blueprint components at the arrival stage are explained as follow

1. Physical Evidence: Signage, Buildings, Uniforms, WhatsApp, room cards.
2. Customer Action Flow- Onstage Employee Action:
 - i. The flow of guest arrival until the guest enters the room is presented as follows:
 - ii. Guests arrive at the hotel.
 - iii. The security guard opens the door, brings luggage, places it in the trolley, opens the entrance, and takes you to the receptionist.
 - iv. Registration process with the front office: identity confirmation, photocopy of ID card, filling out the registration form for check-in (signature) The front office will provide facilities.
 - v. Give room cards.
 - vi. The front office will take guests to their rooms, and explain the room facilities, hotel contacts and evacuation routes.
3. Support process: Google Workspace.
4. Possible Fail Points: Upon Check-in activity.

Service Blueprint components at the Occupancy stage

At the occupancy stage, activities related to customer action, onstage employee action, and backstage employee action are

related to guest service when staying at the hotel. There are 4 activities carried out, namely general guest activities, housekeeping service activities, laundry service activities, and shuttle service activities.



	A : Arrival	B : Departure	C : Occupancy	D : Post Departure	E : Pre Arrival
1 : Admini...	0	0	0	0	0
2 : At your...	0	0	0	0	0
3 : Laundr...	0	0	6	0	0
4 : Engine...	0	0	0	0	0
5 : Finance	0	0	0	0	0
6 : House...	0	5	5	1	0
7 : HR	0	0	0	0	0
8 : Kitchen	0	0	0	0	0
9 : Market...	0	0	0	0	0

Figure 10. Result of matrix coding analysis between the themes of backstage employee activities and customer actions.

Matrix coding analysis is used to show the relationship between two themes. From the analysis results above, it can be seen that the backstage employee activities that intersect with customer action are laundry and housekeeping. The explanation of the relationship is described as follows:

1. Laundry division activities are connected to customer action at the occupancy stage
2. Housekeeping activities are connected to customer action at the occupancy, departure and post departure stages

Details of the service blueprint components at the arrival stage are explained as follow

1. Physical Evidence: Uniforms, WhatsApp, Mini Bar, Microwave, TV & Netflix, Shuttle Car.
2. Customer Action Flow-Onstage Employee Action-Backstage Employee Action:
 - a. Customer Action in general at the occupancy stage:
 - i. Watch TV
 - ii. Enjoy the mini bar facilities (making coffee, tea, etc.).

- iii. Sleep
 - iv. Bathe
 - b. Customer service flow related to housekeeping services.
 - i. Guests hang the please make- up my room label on the room door/via chat with WhatsApp customer service to request this service.
 - ii. Housekeeping comes to guest rooms and cleans the rooms.
 - c. Customer service flow related to laundry services
 - i. Guests inform the front office regarding requests for laundry facilities.
 - ii. The front office provides detailed information regarding laundry.
 - iii. Guests give clothes to be washed to the front office.
 - iv. The front office counts the number of pieces of clothing, calculates the price, and informs the guest
 - v. Guests confirm and make payment (can make payment at the beginning or end).
 - vi. The front office gives it to the laundry division.
 - vii. The laundry division carries out the process of washing guest clothes.
 - viii. Clothes that have been washed
 - ix. are taken back to the front office.
 - x. The front office brings guest clothes that have been washed to the guest room.
 - xi. Guests receive back clothes that have been washed.
 - d. Consumer service flow related to food and beverage services
 - i. Guests order food, and it is delivered to the hotel laboratory.
 - ii. The security guard takes the order and brings it to the guest room.
 - iii. Guests can request cutlery and use the available microwave.
 - e. Customer service flow related to pick-up and drop-off services.
 - i. Guests request drop-off/pick- up services.
 - ii. The front office provides a delivery/pickup request form.
 - iii. Guests confirm the schedule on the form sent.
 - iv. The front office makes a delivery schedule, and informs it to the staff on duty that day.
 - v. Staff escorts guests.
 - 3. Support Process: Google Workspace.
 - 4. Possible fail points: housekeeping, procedures, and laundry procedures.
- Service Blueprint components at the Departure stage**
- At the departure stage, the main activity between customer action, and on-stage employee and backstage employee action is related to the hotel guest check-out process. Details of the service blueprint components at the departure stage are explained as follows:
- 1. Physical Evidence: Room card
 - 2. The flow of customer action on-stage employee action back-stage employee action at the departure stage is presented as follows:
 - i. Guests give the key to the front office and inform them when they want to check-out.
 - ii. The front office invites guests to wait.
 - iii. The front Office coordinates with housekeeping regarding checking rooms; the maximum waiting time is

- iv. 5 minutes.
 - v. Housekeeping confirms the room status to the front office, if the status is clear.
 - vi. The front office carries out the check-out process.
 - vii. Guests leave the hotel.
3. Support Process: Google Workspace.
 4. Possible fail points: Check-Out Procedure.

Service Blueprint components at the Post Departure stage

At the post-departure stage, the main activity between customer action and on-stage employee and backstage employee action is related to communication carried out after guests leave the hotel.

1. Physical Evidence: WhatsApp.
2. Customer Action Flow-Onstage Employee Action-Backstage Employee Action:
 - i. After guests check out, housekeeping checks and cleans the rooms in more detail.
 - ii. If housekeeping finds items left behind, they will inform the front office.
 - iii. Send an email or WhatsApp regarding the hotel's thank-you note, informing you if there are items left behind.
 - iv. Guests receive WhatsApp regarding the hotel's thank you and receive information if there are items left behind
3. Support Process: None.
4. Possible fail points: None.

Implication And Limitations

This research discusses the design of a service blueprint at the Ciputra University Hotel Laboratory, so as an implementation of

the final result in the form of a service blueprint chart, this research can be complemented by a guidebook on how to understand and use this service blueprint for intern students who work at the Hotel Laboratory.

The main objective of the Hotel Laboratory is as a means of education and practical work training for students; therefore, as an effort so that students can experience working in all divisions, it is necessary to have a rotation arrangement that requires intern students to work in the five existing divisions. In order with the current condition that there is no person in charge on duty on Sundays, this can be an input for the future so that management implements student internship shifts on Sundays, which can be arranged from the placement of student internship hours based on the 3 internship schemes available at the Hotel Laboratory.

Currently, Hotel Laboratory is still on a small scale, as can be seen from the number of rooms available, namely only 5 rooms. This blueprint can be a reference for the future development of the Laboratory Hotel if the Laboratory Hotel develops into a commercial hotel. One important issue that has not yet been discussed in this research but is considered important by stakeholders (internal management) is standardizing the competency of intern students at the Ciputra University Hotel Laboratory so that they can meet the standards when students intern at partner hotels where they carry out external internships. In this regard:

- a. To standardize the service flow provided by intern students to guests, it is necessary to have a Standard Operational Procedure (SOP), which is created and implemented as an extension of the service blueprint results in this research.

- b. Further research can discuss the benefits of having an internship at the Ciputra University Hotel Laboratory on student performance when carrying out an internship at a commercial hotel in semester 7

CONCLUSIONS

1. This research also produced additional findings related to people management, namely regarding the recruitment process, setting working hours, and practical learning methods that can be used to hone the technical, problem-solving and managerial skills of intern students.
2. The results of the interview with the manager of Ciputra World Surabaya Hotel, showed that for commercial hotels there is a much broader and more detailed consumer segmentation. Based on this phenomenon, it can be concluded that there is a gap between the consumer segmentation of commercial hotels and laboratory hotels, it can be said that laboratory hotels only have a small part of the commercial hotel segmentation, so it can be a proposal for the development of consumer segmentation in the future.
3. Based on analysis, it can be concluded that on the scale of the hotel laboratory, the existing divisions are only a small part of the divisions in commercial hotels, the functions of the divisions remain but for the divisions are combined with other divisions. For example, for administration in the hotel laboratory, it includes finance and HR, and this function is carried out by the laboratory. For engineering, the hotel laboratory is 1 with the property management of Ciputra University. While the function of the kitchen division does not exist because the hotel laboratory does not have its own restaurant. The At your Service division only exists in commercial hotels, where the function of the division is as a dispatcher who receives requests from consumers and then coordinates them with the related divisions, in the hotel laboratory, the function of this division is carried out by the Front Office.
4. The support system used at Hotel Laboratory is Google Workspace, while the Guest Pro Application is used by Golden Ganesha STIPRAM Jogjakarta, Property Management System and Review Pro are used by Hotel Ciputra World Surabaya. This shows that the larger the scale of a hotel, the more complete the support system must be. The use of support systems in each hotel is personalized, so that a system used in one hotel may not be used in another hotel.

Service Blueprint Planning at Ciputra University Hotel Laboratory

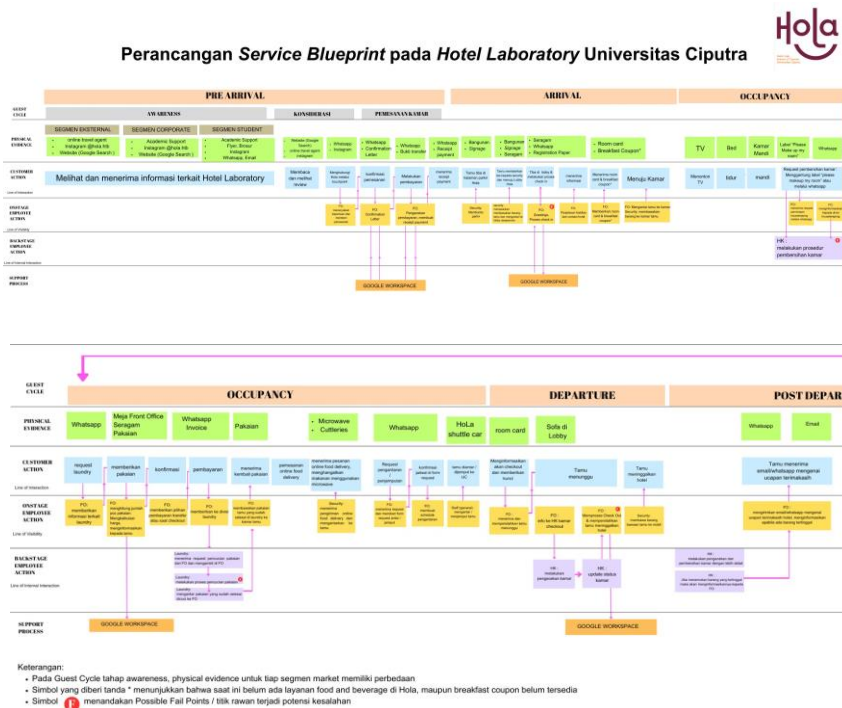


Figure 11. Complete Design of Service Blueprint of Hotel Laboratory, Ciputra University

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