

Perancangan metode analisa situasi dan strategi untuk industri jasa

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Abstrak

ABSTRAK

Untuk bisa mewujudkan misi dan objektifnya, setiap organisasi memerlukan strategi. Strategi dirumuskan dengan Manajemen Strategi. Manajemen Strategi memiliki empat elemen dasar yaitu : analisa situasi, formulasi strategi, implementasi strategi dan evaluasi serta kontrol. Penelitian ini hanya fokus pada dua elemen pertama yaitu analisa situasi dan formulasi strategi.

Metode analisa situasi dan strategi yang banyak dijelaskan dalam berbagai literatur cenderung untuk industri manufaktur, Pekerjaan jasa memiliki karakteristik unik yang membedakannya dari pekerjaan manufaktur seperti : intangability, inseparability, perishability, variability, ownership dan consumer as a participant in the service process. Jika perbedaan ini diabaikan maka dapat terjadi kesalahan dalam menangani pekerjaan jasa.

Pada kesempatan ini, telah dibuat metode analisa situasi dan formulasi strategi khusus untuk industri jasa. Metode ini dikembangkan dari metode yang sudah ada dengan memasukkan karakteristik unik pekerjaan jasa padanya, Akibatnya adalah terjadi perubahan pada beberapa bagian dari metode yang ada. Karakter intangability memiliki implikasi pada industry environment yaitu dengan perlunya penambahan elemen baru ' Pengakuan'. Elemen baru ini juga ditambahkan pada Basic Competitive Forces. Karakter inseparability memiliki implikasi pada value chain, yaitu fungsi outbond logistic menjadi tidak diperlukan, serta fungsi produksi dan fungsi marketing disatukan. Akhirnya, pada kesempatan ini dibuat Strategy Formulator, yaitu berupa satu paket pertanyaan-pertanyaan dan arahan-arahan yang akan menghantarkan pengguna merumuskan strategi yang sesuai bagi organisasi jasanya.

Strategy formulator ini telah dicobakan pada suatu industri jasa, tempat penulis bekerja yaitu UPT XYZ.

ABSTRACT

Strategy is needed by an organization to accomplish its mission and objectives. The strategy has to be formulated by Strategic Management. Strategic Management consist of four basic elements, that are : situation analysis (environmental scanning), strategy formulation, strategy implementation and evaluation/control. This research was focused on the first two elements, i.e situation analysis and strategy formulation.

Situation analysis and strategy formulation method which is explained in many references is more suitable for manufacturing or processing industry. Services sector has a number of distinctive characteristics which differentiate them from manufacturing, such as : intangability, inseparability, perishability, variability, ownership and consumer as participant in the service process. ignoring the differences will result in failure in managing service organizations.

By this research, a method for situation analysis and strategy formulation specifically for service sector had been created. This method was developed from the already presence method which is good for manufacturing, by introducing the distinctive characteristics of service sector to the method. It had consequences of change in the already presence method. The intangibility character had implication on industry environment that need new additional element 'Pengakuan=Registered'. This new element is also added into Basic Competitive Forces. The inseparability character had implication on value chain analysis, that is the outbound logistic function is not needed anymore, and production function is united with marketing function. Finally, by this research had been created a Strategy Formulator that is a package of questions and directions which will drive the user easily to formulate strategy for its service organization.

This Strategy Formulator had been tested on a service organization, UPT XYZ, where researcher is working.