

## RINGKASAN EKSEKUTIF

Objektif dari penelitian terhadap The Westin Resort Nusa Dua untuk menciptakan target perbaikan terhadap masalah prioritas yang ditentukan. Masalah-masalah yang ditemukan berdasarkan metode penelitian dilakukan secara kualitatif melalui observasi, wawancara terhadap karyawan *front office* (*room controller, lobby ambassador, dan guest service agent*), dan didukung oleh penemuan hasil ulasan pada *platform* Tripadvisor, Google Reviews, dan Traveloka. Penelitian dilakukan dengan menggunakan kajian *service quality* melihat basis The Westin Resort Nusa Dua sebagai usaha di bidang jasa. Masalah utama yang ditemukan adalah adanya *waiting time* yang lama pada proses *check in* yang berpengaruh terhadap kepuasan tamu. Dengan menggunakan *fishbone analysis* dan *interrelation diagram* ditemukan akar permasalahan kurangnya *empowerment frontliner* serta *critical success factor* berupa alur komunikasi yang lemah. Tiga alternatif solusi dikembangkan untuk memecahkan akar permasalahan tersebut, yaitu *Template Service Recovery Kasus Waiting Time untuk Frontliner, Color Coded SOP - Handling Complaint Assignment and Communication*, dan program EmpowerStar Rewards yang merupakan program apresiasi karyawan. Hasil penentuan solusi terbaik ditentukan dengan *Decision Matrix* beserta tujuh kriteria pertimbangannya, yaitu biaya, pengurangan *waiting time*, beban kerja, efektivitas alur komunikasi, waktu, kepuasan tamu, dan waktu perolehan *service recovery* oleh tamu. Solusi Color Code SOP memperoleh nilai tertinggi beserta *benefit cost ratio* 9,7 / 1.

## EXECUTIVE SUMMARY

The objective of the research on The Westin Resort Nusa Dua was to create a target improvement for the prioritized problem. The problems were determined based on a qualitative research method, carried out through observation, in-depth interviews with front office employees (the room controller, lobby ambassador, and guest service agent), and negative reviews on three platforms, which were Tripadvisor, Google Reviews, and Traveloka. The research was conducted using studies on service quality, considering that The Westin Resort Nusa Dua is a company in the hospitality industry. It was found that the main problem is the long waiting time during the check in process, which in turn affects guest satisfaction. By using the fishbone analysis and interrelation diagram, the root cause was found to be the lack of frontliner empowerment and the critical success factor in the form of weak communication flow. Three alternative solutions were developed as a way to solve the root cause, namely a Service Recovery Template for Frontliners regarding Waiting Time Cases, Color Coded SOP - Handling Complaint Assignment and Communication, and the EmpowerStar Rewards program which is an employee appreciation program. The best solution is determined by using the Decision Diagram, using five criterias as consideration, namely cost, reduction of waiting time, workload, effectiveness of communication flow, time, guest satisfaction, and guest service recovery receivment. The Color Code SOP solution received the highest score along with a benefit cost ratio of 9,7 / 1.