

APPLICATION METHODS P-C-P TO IMPROVE QUEUE SERVICE QUALITY IN SUPERMARKET CASHIER AT THE PEAK DEMAND CONDITION

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ABSTRACT

At the time when peak demands happen at supermarket, customers make long queues to pay for things they buy at cashiers. Therefore, distribution of questionnaires is made and analyzed with the methods of P-C-P. This method can become an alternative to complete the lacks of SERVQUAL method. The application of SERVQUAL is to classify the services into five different dimensions: reliability, responsiveness, empathy, assurance, tangible. But this method may not measure valuable experiences from such service industry and the five dimensions of SERVQUAL are not adequate to measure the level of understanding individually of service. The P-C-P method evaluates an experiential marketing (an impressed experience) and emotional branding (an emotion raised by an interaction with such company). From the results of this experiment it is known an emotional branding due to an interaction with Ramayana part that condition of long queues at cashiers is condition of numerous buyers to pay at limited cashiers; while in sense of experiential marketing, an impressed experience is more completed products and the extent of discounts provided by Ramayana part. When the supermarket management is able to maintain such valuable experiences, past memory will be formed at supermarket, making its customers loyal.

Key words: peak demand, experiential marketing, emotional branding

1. INTRODUCTION

In facing the stiff competition era along with the prolonged economic crisis, the service quality is an important part of the business aspects. Therefore, it is important for companies to be able to measure the effectiveness of the quality of its services. The most frequently used instrument is SERVQUAL method.

Although SERVQUAL method is applied widely by academics and practitioners in a wide range of companies and governments, some researchers propose the conceptual and operational side of the model. Specifically, they argue that SERVQUAL method cannot measure the uniqueness of the service industry and the five dimensions of SERVQUAL method are not enough to measure the level of understanding of the services individually. From the operational side, perception data retrieval which is later reduced by the expectations raises doubts for many researchers, the respondents are

difficult to give an opinion on perception without comparing with the expectations. (Peter Churchill & Brown (1993), quoted (by: Pawitra-National Industrial Engineering conference).

In order to survive in the competition, companies need to provide added value beyond the service quality that is considered good. The ability to deliver a unique, positive and memorable experience to the customers (Experiential Marketing) and their emotional feelings arouse when interacting with the supermarket in question (Emotional Branding) is an added value that must be owned by the company. EXEM (Emotional Branding and Emotional Marketing) is important because the marketing efforts in general always highlight the product excellences from the rational features and benefits of a product and service that has become a very standard thing and easily imitated by other companies.

2. THEORETICAL BACKGROUND

2.1. Servqual Model

SERVQUAL model is developed by Parasuraman. This model is also known as gap analysis related to the model of customer satisfaction based on definition. The definition confirms that the performance on an attribute improve greater than the expectation on the attribute in question, then the perception on the quality of services will be positive and vice versa.

2.1.1. SERVQUAL Measurement

SERVQUAL model is based on the assumption that consumers compare the performance of services on relevant attributes to the ideal standard for each service attributes. When the performance is consistent or exceeds the standards, the overall perception of the quality of services will be positive and vice versa. In other words, this model analyzes the two principal variables namely the expected services and perceived services.

Measuring the quality of services in SERVQUAL model is based on a multi-item scale designed to measure the customer expectations and perceptions, as well as the gap between them on the five main dimensions of service quality (reliability, responsiveness, assurance, empathy, and tangible). Evaluation of service quality using SERVQUAL model includes calculating the difference between the value given by the customer for each pair of statements regarding the expectations and perceptions, SERVQUAL score for each pair of statements, for each customer can be calculated by the following formula (Zeithmal, et al, 1990) :

$$\text{Servqual score} = \text{perception score} - \text{expectation score}$$

2.2 P-C-P Attribute Model (*Pivotal-Core-Peripheral*)

To measure the service quality of a service, there should be a quantitative research. Quantitative research used is P-C-P. Attribute model of P-C-P is based on three main parts, namely:

1. Pivotal : Output of services, Experiential Marketing and Emotional Branding.

2. Core : Reliability, Responsiveness, Assurance, Empathy.

3. Peripheral : Tangibles.

Pivotal attributes are the 'end product' of a service encounter or what is expected by the consumers from the service process. While the core attributes are the structure of the process, employees and organizations that deal with consumers in order to receive the pivotal attributes. Peripheral is an extra service given so that the customers are not only satisfied but also "delight".

Through the dimensions of service quality, the customers will be able to assess a service whether it has a high quality or not. It is expected to be able to provide higher quality than expected by consumers.

2.2.1 Experiential Marketing

Experiential Marketing approach can be seen from the whole experiences, including 5 (five) elements, namely: Sense (sense): the eyes, ears, nose, skin and tongue, feeling/affection and emotion (feel), Cognitive (think): mind, physical and lifestyle (act): action, relationship with culture or a particular reference (relate): connection/relationship. These factors are referred to as Strategic Experiential Modules (SEMs) that is the foundation of Experiential Marketing.

This memorable experience or Experiential Marketing can be presented through a variety of Experience Provider (ExPros). They are 7 (seven) experience providers namely: communication, product, product identity, co-branding, environment, websites and those offering products. Every experiential module can be realized through one or a combination of various experience providers. (Mac, 2003)

The conclusion that can be drawn is that the purpose of Experiential Marketing approach is not only to satisfy the consumers but also to keep them interested and have an impressive and long-lived memory, so that the approach is considered able to bind the consumers in the long term.

2.2.2 Emotional Branding

Emotional Branding can be formed when a brand has sense and emotion, which later gives rise to unique trust. This can take place through personal dialogue between the management of a company and

consumers on the things that are very important to them. It needs mental and emotional point between the product and consumer expectations. The spearhead is communication.

According to Marc Gobe, definition of feeling and emotion is quite wide, because it involves relevant cultural, indicates the presence of social sensitivity or is present in all of the contact point of human life. It is present in all human contact points infinitely and plays role directly in the stage of human life, including the contact with the human senses, which will play a role in the fulfillment of feelings and emotions.

What should be done in the Branding is forming right emotion, which appears when there is a partnership and communication between brands and consumers. Meaning that the concept of the old brand is a product centric to be replaced with the concept of consumer centric brands.

The relationship between experiential marketing and emotional branding is Emotional Branding is tilted by many things in Experiential Marketing (correlated due to work together so that they can reinforce each other) and by applying Experiential Marketing, the consumers have long-term memory on a product and will eventually bear the emotional attachment to the brands (Emotional Branding).

3. RESEARCH METHOD

1. Determination of respondents, total population and sample research
2. Planning Servqual Model
3. Validity and correlation of data, and analysis dimensions Povita-Core-Peripheral and analysis Dimensional Povital with Exem.

4. RESULT AND DISCUSSION

4.1. Measurement of Gap Between Perception and Expectation

Measuring the level of a gap between perception and expectation is done to see the level of customer satisfaction with quality of services provided by the supermarket to customers, compared with the expectation they want.

The measurement is done using a P-C-P model, Pivotal (consisting of Emotional Branding and Eksperiential Marketing), Core (consisting of Reliability, Responsiveness, Assurance, Empathy) while Peripheral consists of Tangible dimension. The P-C-P model is present in the questionnaire item that measures the level of perception and expectation.

The level of gap can be calculated using the following formulation

Level of gap = perception level – expectation level ... 4.1

If the value is (-), it means the customers are not satisfied with the quality of services provided by the supermarket over the years, while finding the percentage of suitability between the level of perceptions and expectations can use the following formula:

Level of Suitability

$$= \frac{\text{perception level}}{\text{expectation level}} \times 100 \dots\dots 4.2$$

Table 1 : Recapitulation of Average Perceptions and Expectations

Quality dimension	Average percept.	Average expect.	Gap
Reliability	3.5	4	-0.5
Responsiveness	3.33	3.98	-0.65
Assurance	3.56	4.01	-0.45
Empathy	3.35	3.99	-0.64
Tangible	3.59	4.04	-0.45
Experiential Marketing	3.39	4.02	-0.63
Emotional Branding	3.18	4	-0.82

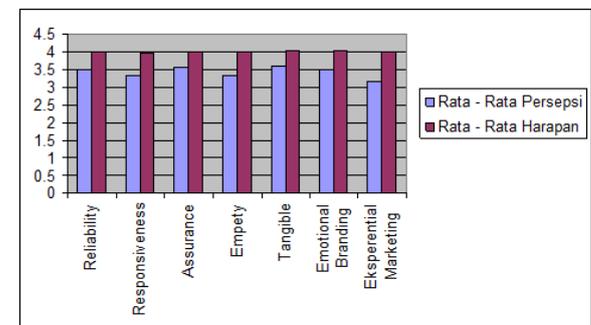


Figure 1. Diagram of Gap between Perception and Expectation

4.2. Importance Performance Matrix

Map position of importance performance is also called as the Cartesian diagram, which illustrates the relationship between Importance with Performance

The diagram will note how big the expectations and performance are perceived by customers to the services they receive. This map consists of four quadrants namely A, B, C, and D which consist of two secant lines at the point \bar{x} (the average level of

performance) of 3.44 and the point \bar{y} (the average level of interest) of 4.01. The importance-performance matrix can be seen in the Figure 2.

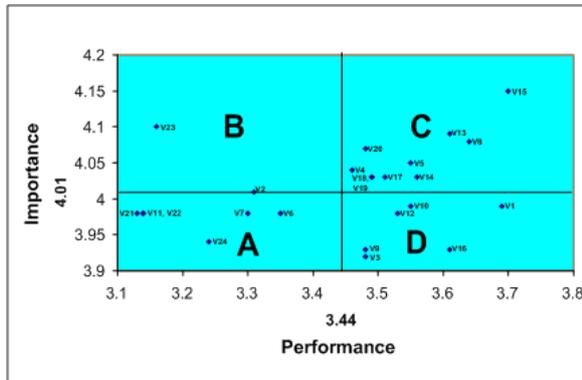


Figure 2. Importance – Performance Matrix

Based on the matrix above, it found the position of each variable, so that allowing companies to determine improvement priorities.

4.3. Analysis of Pivotal Core and Peripheral Method (P-C-P)

4.3.1. Analysis of Pivotal Dimension

This analysis is conducted to determine the customer satisfaction and identify Experiential Marketing and Emotional Branding. From the distribution of questionnaires conducted, the emotions that arise when interacting with the supermarket are:

1. When the visitors are crowded, the number of cashier provided is few so that the payments will be long.

It happens because at the beginning of month, the supermarkets are crowded in the visit by the customer who will buy their monthly needs.

2. The cashier is not friendly to customers. Less friendly cashier can make customers become irritated, it can damage the image of the supermarket.

To solve the problems above, the supermarkets have to anticipate the things above so that the emotions arouse when the customers go shopping in the supermarket can be reduced:

1. At the peak demand which usually occurs at the beginning of the month, the supermarket must optimize all existing chasiers to avoid the long queues of payment and can also provide

entertainment to the customers in the form of television, in which the customers can watch television while waiting for payment. This can reduce the emotion of the visitors when the queues are long.

2. Service is the principal of the service industry, in this case the supermarkets have to guide the cashier and saleswoman through training on how to be nice to the customers.

In terms of Experiential Marketing received by the customers from the supermarkets are:

- The products are more fully available in supermarkets to meet the customer needs
- The prices are cheaper and often granting discounts on certain products in supermarkets, such as: Bazaar, Marsamin (discount on Saturdays and Sundays).
- Satisfactory service so that visitors feel happy when shopping in the supermarkets.

4.3.2. Analysis of Core dan Peripheral Dimension

Core and peripheral dimension is part of SERVQUAL, Core dimension consists of (Reliability, Responsiveness, Assurance and Empathy) and Peripheral dimension consists of Tangible. From the results of the questionnaire, the average level of perception and expectation of core dimensions is as follows:

1. Reliability

This dimension describes the reliability of Ramayana supermarket in the provision of services provided to its customers.

From data processing obtained an average level of satisfaction by 3.5 and expectation by 4, meaning that the visitors expect Ramayana Supermarket to have better reliability than today.

2. Responsiveness

This dimension requires alertness of the employees to give services to customers.

It found that the perception on the responsiveness of employees is 3.33 and the expectation is 3.98. In order to improve the dimension, Ramayana provides training to their employees so

that they have better interaction with customers.

3. Assurance

In the service, the customer's perception is 3.56 and their expectation is 4.01. It means that customers are satisfied with this dimension, because Ramayana often provides information through announcements such as discounts and other stuff when customers visit the supermarket.

4. Empathy

This attribute is the ease received by the customers in the relationship, good communication, attention and understands the needs of customers. From the attribute, the customer perception is 3.35. It means that customers feel quite satisfied with the services provided by the supermarket, while the quality of service they expect is 3.99. The supermarkets should improve its performance so that the customers receive the ease of shopping at the supermarket.

Peripheral dimension has one attribute, namely Tangible i.e facilities owned by the supermarket. At this attribute, the customer's perception is 3.59, meaning that the customers are satisfied with the real facilities owned by the supermarket, tangible evidence itself is in the form of clean supermarket with no dirt, the supermarkets provide various types of products, comprehensive location and the sense of comfort in the supermarket.

From the data processing, then the core and peripheral dimension can be compared between its perception and expectation, the comparison table between the the core and peripheral dimensions is presented below.

Table 2 : Average Comparison between Core and Peripheral Dimension

	Perception	Expectation
Core dimension	3.43	3.59
Peripheral dimension	3.99	4.04

5. CONCLUSION

- To determine the form of services provided by supermarket seeing from the P-C-P attribute model is:

a. Pivotal (Emotional Branding and Eksperiential Marketing)

Emotional Branding :

- The occurrence of long queues at the beginning of months causes the visitors wait for long time to make a payment.
- When the visitors are crowded, the number of cashier provided is few so that the payment will be long
- When making a payment, the cashier serves with enthusiasm and smiles

Eksperiential Marketing:

- The price in supermarkets is cheaper when compared to other supermarkets
- Satisfactory service so that visitors feel happy when shopping in the supermarket
- The discount given by supermarkets is very lucrative so as to attract the attention of visitors
- The product is complete when compared to other supermarkets

b. Core (Reliability, Responsiveness, Assurance, Empathy)

Reliability:

- All types of products are available in supermarkets
- The payment in the cashier takes short time
- The price given is suitable to the quality of the goods
- The discount given on the product is very attractive and lucrative.
- The products desired are neatly arranged, according to the type and groups as well as easy to get

Responsiveness :

- The employees are very helpful if there is something or products desired by customers.
- The employees are able to respond to all complaints from customers

Assurance :

- All new informations such as discounts, interesting activities in the supermarket are informed to the visitors by employees.
- The employees are well trained and very friendly smiling while serving visitors

Empathy :

- The employees are sympathetic and responsive to the needs and wishes of the customer.
- The employees give individual attention to customers who visit

c. *Peripheral*

- The supermarket is very clean, with no visible debris and dirt.
- Very extensive supermarket can make visitors more freely without feeling tightness
- The supermarket is cool, which can make visitors feel at home to linger in it.
- The supermarket provides various types of products to meet the customers' needs.
- The supermarket provides comfort for visitors who visit.
- The product price is readable by the customer.

2. Factors that cause Emotional Branding and Eksperiential Marketing are:

a. *Emotional Branding*

- When the visitors are crowded, the number of cashier provided is so that payments will be long.
- The cashier is less friendly to the customers

b. *Eksperiential Marketing*

- The price is cheaper and often granting discounts on certain products in supermarkets, such as: Bazaar, Marsamin (Discounts on Saturday and Sunday).
- The products available in this supermarket are more complete.
- At least once a month bringing in well-known artists to this supermarket

3. Diagram of Importance Performance Analysis, the service priorities which should be improved are:

a. *Quadran A* (which has low priorities to be improved)

- Payment in the cashier which takes a long time
- Employees who want to help the customers
- Employees who are able to respond to the customer complaints
- Employees who provide individual attention to the customers.
- The product is quite complete than other supermarkets.
- The occurrence of a long queue for the payment in the cashier
- The cashiers who are less friendly to the customer.

b. *Quadran B* (which has main priorities to be improved)

- A low number of cashier when the supermarket is full of visitors

c. *Quadran C* (considered as quited and required to maintain)

- The discounts given are very interesting
- The product desired is orderly
- The employees provide new information.
- Wide of the Supermarket
- The products desired are as needed
- The price of the product is easy to read
- Cheaper rates
- Satisfactory service to customers

d. *Quadran D* (considered as excessive service)

- All types of products are available in the supermarket
- The price is suitable to the quality of goods
- The employees are well trained and friendly
- The employees are sympathetic and responsive to customers
- Clean supermarket.
- Supermarket provides comfort to customers

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