

ABSTRAK

Pandemi Covid-19 yang melanda dunia memukul performa penjualan pada sektor retail optik di Indonesia. Hal ini membuat manajemen perusahaan harus beradaptasi terhadap perubahan yang terjadi. Salah satunya adalah dengan memperbaiki pelayanan sesuai dengan harapan pelanggan. Analisis dilakukan dengan metode internal dan eksternal. Metode internal menggunakan fishbone diagram sedangkan metode eksternal dengan analisis *Servqual* dan *Importance Performance Analysis Matrix*. Penelitian merupakan studi kasus dari Optik Tunggal cabang Mall Kelapa Gading. Metode penelitian dilakukan dengan observasi, studi literasi, Focus Group Discussion, serta survei kepada 100 responden yang merupakan pelanggan optik. Hasil analisa melalui metode *fishbone* menunjukkan Segmentasi pelanggan, Jam operasional berkurang, Skema insentif, dan pelanggan banyak beralih ke *On-line* adalah penyebab utama menurunnya penjualan. Hasil analisa berdasarkan metode *Servqual* dimensi Jaminan & Kepastian (*Assurance*) mempunyai gap paling besar yakni sebesar -0.18. Hasil Analisa berdasarkan diagram Kartesius menunjukkan prioritas perbaikan layanan adalah Harga produk, Proses pembuatan lensa, Kualitas produk, dan Layanan garansi untuk produk.

Kata Kunci — *Fishbone Diagram, Importance Performance Analysis, Pengembangan Kualitas Pelayanan, Servqual*

ABSTRACT

The Covid-19 pandemic that has hit the world has hit sales performance in the optical retail sector in Indonesia. This makes the company's management must adapt to the changes that occur. One of them is to improve service in accordance with customer expectations. The analysis was carried out by internal and external methods. The internal method uses a fishbone diagram while the external method uses Servqual analysis and Importance Performance Analysis Matrix. This research is a case study of Optik Tunggal Mall Kelapa Gading branch. The research method is carried out by observation, literacy studies, Focus Group Discussions, and surveys to 100 respondents who are optical customers. The results of the analysis using the fishbone method show that customer segmentation, reduced operating hours, incentive schemes, and many customers switching to on-line are the main causes of declining sales. The results of the analysis based on the Servqual method of the Assurance & Assurance dimension have the largest gap, which is -0.18. The results of the analysis based on the Cartesian diagram show that the priority of service improvement is the product price, the process of making the lens, product quality, and warranty service for the product.

Keyword — *Fishbone Diagram, Importance Performance Analysis, Service Quality Development, Servqual*