

ABSTRAK

Manna Kampus Godean merupakan salah satu cabang ritel yang terafiliasi dengan PT. Mirota Nayan. Dalam menjalankan bisnisnya, Manna Kampus Godean memiliki beberapa divisi yang berperan penting dalam hubungan dengan pemasok harian, seperti pembelian, penerimaan, pengembalian, akuntansi, operasional, dan gudang. Namun, melalui observasi dan wawancara, ditemukan sejumlah masalah yang terjadi dalam pelaksanaan aktivitas bisnis tersebut, seperti ketidaksesuaian informasi data, proses pengecekan yang masih manual, penggunaan teknologi yang kurang optimal, keterlambatan dalam proses pemesanan, dan perencanaan stok yang belum matang. Proses bisnis merupakan serangkaian kegiatan yang mengoordinasikan aspek organisasi dan teknis guna mencapai tujuan organisasi (Weske, 2007). Oleh karena itu, diperlukan perbaikan dalam rangka mewujudkan tujuan organisasi berdasarkan serangkaian kegiatan yang terkoordinasi. Untuk itu, metode analisis Failure Mode and Effect Analysis (FMEA) digunakan sebagai pendekatan dalam penentuan masalah, karena metode ini memiliki fleksibilitas perubahan dan dapat dilakukan oleh satu orang (Andrejic & Kilibarda, 2017).

Dalam penelitian ini, metode analisis FMEA digunakan untuk memberikan nilai pada setiap aktivitas berdasarkan tingkat kesalahan, tingkat kejadian, dan tingkat deteksi yang sebelumnya telah digambarkan menggunakan Business Model Process and Notation (BPMN). Hasil penelitian menunjukkan bahwa terdapat 7 aktivitas dengan nilai RPN (Risk Priority Number) tertinggi, termasuk mencatat jumlah pemesanan yang dibutuhkan, barang diterima, pencatatan pada buku LLB, penyerahan surat pesanan ketiga dan purchase order (PO), penerimaan purchase order (PO) dan surat pesanan ketiga, penerimaan kertas stok barang, dan pencatatan stok barang sebelum dan sesudah. Analisis aktivitas juga dilakukan untuk mempermudah pengambilan keputusan. Selanjutnya, dilakukan proses identifikasi akar permasalahan dari potensi kesalahan yang memiliki peringkat tertinggi dalam setiap proses bisnis menggunakan metode 5-Whys Analysis. Dengan mengombinasikan kedua metode ini, maka dapat mengidentifikasi risiko dan menentukan tingkat parahnya. Selanjutnya, dapat dilakukan penyusunan rekomendasi perbaikan menggunakan metode *Business Process Improvement* (BPI) dengan bantuan *tools streamlining*.

Dari hasil perbandingan antara proses bisnis saat ini (*as-is*) dan rekomendasi (*to-be*) terdapat peningkatan sebesar 84.70% pada proses bisnis pembelian, 12.90% proses bisnis penerimaan, 29.92% pada proses bisnis pengembalian, 7.4% proses bisnis akuntansi, 11.16% pada proses bisnis operasional dan proses bisnis gudang mengalami peningkatan 3.6%. Dengan hasil rekomendasi perbaikan proses bisnis yang diberikan diharapkan dapat membantu instansi mengatasi permasalahan yang terjadi dan memperbaiki proses bisnisnya.

Kata Kunci : Manna Kampus Godean, *Business Model Process and Notation* (BPMN), *Failure Mode and Effect Analysis* (FMEA), *5-Whys Analysis*, *Business Process Improvement* (BPI).

ABSTRACT

Manna Kampus Godean is one of the retail branches affiliated with PT. Mirotta Nayan. In running its business, Manna Kampus Godean has several divisions that play important roles in daily supplier relations, such as purchasing, receiving, returns, accounting, operations, and warehouse. However, through observations and interviews, several issues were identified in the execution of these business activities, including data inconsistency, manual checking processes, suboptimal use of technology, delays in the ordering process, and immature stock planning. The business process is a series of activities that coordinate organizational and technical aspects to achieve organizational goals (Weske, 2007). Therefore, improvements are needed to realize organizational goals based on coordinated activities. For this purpose, the Failure Mode and Effect Analysis (FMEA) method is used as an approach to problem identification because it allows for flexible changes and can be performed by a single person (Andrejic & Kilibarda, 2017).

In this study, the FMEA analysis method is used to assign values to each activity based on error rate, occurrence rate, and detection rate previously described using the Business Model Process and Notation (BPMN). The research results indicate that there are 7 activities with the highest Risk Priority Number (RPN), including recording required order quantities, receiving goods, recording in the LLB book, delivering the third purchase order (PO) and letter, receiving the purchase order (PO) and third letter, receiving stock paper, and recording pre- and post-stock levels. Activity analysis is also conducted to facilitate decision-making. Subsequently, the 5-Whys Analysis method is employed to identify the root causes of potential errors with the highest ranks in each business process. By combining these two methods, risks can be identified, and their severity can be determined. Furthermore, recommendations for improvement can be formulated using the Business Process Improvement (BPI) method with the assistance of streamlining tools.

From the comparison between the current (as-is) business processes and the recommendations (to-be), there is an improvement of 84.70% in the purchasing process, 12.90% in the receiving process, 29.92% in the return process, 7.4% in the accounting process, 11.16% in the operational process, and a 3.6% improvement in the warehouse process. With the results of the recommended process improvements provided, it is hoped that they can assist the organization in addressing existing issues and enhancing its business processes.

Keyword : *Manna Kampus Godean, Business Model Process and Notation (BPMN), Failure Mode and Effect Analysis (FMEA), 5-Whys Analysis, Business Process Improvement (BPI).*