

## ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi sumber ketidakefisienan dalam proses *boarding* penumpang, penanganan barang bawaan, serta keberangkatan kapal pada layanan kapal feri PT Dharma Lautan Utama di Pelabuhan Tanjung Perak, Surabaya. Permasalahan utama yang ditemukan meliputi keterlambatan proses *boarding*, ketidakefisienan penanganan barang, serta deviasi waktu keberangkatan akibat lamanya proses naik-turun kendaraan. Pendekatan penelitian menggunakan metode deskriptif kuantitatif dengan pemetaan layanan melalui *service blueprint*, analisis akar masalah menggunakan fishbone diagram, serta perumusan usulan perbaikan berbasis *poka-yoke*. Data penelitian diperoleh melalui observasi lapangan, wawancara, dan dokumentasi sekunder. Hasil penelitian menunjukkan bahwa pemborosan yang paling dominan berada pada kategori *waiting*, *motion*, *defect*, dan *transportation*. Analisis fishbone mengungkap bahwa inefisiensi dipengaruhi oleh faktor manusia, metode kerja, fasilitas kapal, dan kondisi operasional. Berdasarkan temuan tersebut, penelitian ini menghasilkan usulan perbaikan berbasis *lean management* yang berfokus pada pencegahan kesalahan operasional, penataan ulang alur pelayanan, peningkatan kejelasan informasi, serta penyelarasan prosedur kerja untuk meningkatkan efisiensi proses *boarding* dan kualitas layanan

**Kata Kunci** : Kapal Feri, Efisiensi Layanan, *Boarding* Penumpang, *Lean Management*, *Service Blueprint*, *Fishbone Diagram*, *Poka-Yoke*.

## ***ABSTRACT***

*This study aims to identify the sources of inefficiency in the passenger boarding process, baggage handling, and vessel departure within the ferry services of PT Dharma Lautan Utama at Tanjung Perak Port, Surabaya. The main problems identified include delays in the boarding process, inefficiencies in baggage handling, and departure time deviations caused by prolonged vehicle loading and unloading activities. The research employs a descriptive quantitative approach using service blueprint mapping, root-cause analysis through a fishbone diagram, and the formulation of improvement proposals based on poka-yoke. The data were collected through field observations, interviews, and secondary documentation. The findings indicate that the most dominant types of waste fall into the categories of waiting, motion, defect, and transportation. The fishbone analysis reveals that inefficiencies are influenced by human factors, work methods, vessel facilities, and operational conditions. Based on these findings, the study proposes lean management-based improvements focusing on preventing operational errors, reorganizing service flow, enhancing the clarity of information, and aligning work procedures to improve boarding efficiency and overall service quality*

**Keywords** : *Ferry Ship, Service Efficiency, Passenger Boarding, Lean Management, Service Blueprint, Fishbone Diagram, Poka-Yoke.*