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Analisis Strategi Peningkatan Kinerja Layanan Berbasis Value Chain Melalui Sistem Dashboard di PT Dana Sentra
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ABSTRAK

Transformasi digital menjadi faktor penting dalam meningkatkan efisiensi operasional dan keunggulan kompetitif perusahaan termasuk pada perusahaan di sektor jasa keuangan. Salah satu perusahaan di sektor jasa keuangan yaitu PT Dana Sentra melakukan transformasi digital dalam pengelolaan layanan perdagangan saham melalui implementasi sistem *dashboard* yang berfungsi sebagai sarana pelaporan gangguan pada sistem perdagangan saham. Namun, sistem tersebut belum digunakan secara maksimal oleh pengguna internal PT Dana Sentra yang ditunjukkan masih adanya proses pengelolaan layanan yang dilakukan melalui media di luar sistem *dashboard*. Kondisi tersebut berpotensi menurunkan keefektifan pengelolaan layanan dan menghambat pengukuran kinerja layanan.

Penelitian ini bertujuan untuk mengidentifikasi faktor – faktor penyebab belum maksimalnya penggunaan sistem *dashboard* dalam mendukung kinerja layanan perdagangan di PT Dana Sentra dan menganalisis strategi peningkatan kinerja layanan perdagangan berbasis *value chain* melalui peningkatan penggunaan sistem *dashboard*. Penelitian ini menggunakan metode kualitatif dengan pendekatan studi kasus. Pengumpulan data dilakukan melalui wawancara mendalam terhadap pengguna internal sistem *dashboard* dan didukung oleh data sekunder berupa *log* sistem dan dokumen aktivitas layanan perdagangan PT Dana Sentra. Analisis data dilakukan menggunakan analisis tematik dengan landasan teori *value chain* yang dikemukakan oleh Michael Porter dan *strategy execution* yang dikemukakan oleh Arthur A. Thompson.

Hasil penelitian menunjukkan bahwa belum maksimalnya penggunaan sistem *dashboard* dipengaruhi oleh sistem dashboard belum terintegrasi dengan keseluruhan aktivitas layanan, keterbatasan fitur pada sistem *dashboard*, belum adanya standarisasi penggunaan sistem *dashboard*, budaya kerja yang belum mendukung penggunaan sistem *dashboard* dan adanya kendala teknis dan keandalan sistem *dashboard*. Strategi peningkatan kinerja layanan perdagangan mencakup lima strategi yaitu integrasi *end to end* proses layanan dalam sistem *dashboard*, penguatan fitur dan kapabilitas sistem *dashboard*, penyusunan SOP proses layanan berbasis sistem *dashboard*, transformasi budaya kerja, peningkatan keandalan sistem *dashboard.*

Kata kunci: *value chain, strategy execution,* sistem *dashboard*, transformasi digital, kinerja layanan

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ABSTRACT

Digital transformation has become a key factor in improving operational efficiency and competitive advantage for companies, including those in the financial services sector. One such company in the financial services sector, PT Dana Sentra, has undertaken a digital transformation in the management of its stock trading services through the implementation of a dashboard system designed to report disruptions in the stock trading system. However, this system has not yet been fully utilized by internal users at PT Dana Sentra, as evidenced by the continued use of service management processes conducted through channels outside the dashboard system. This situation has the potential to reduce the effectiveness of service management and hinder the measurement of service performance.

This study aims to identify the factors contributing to the suboptimal use of the dashboard system in supporting trading service performance at PT Dana Sentra and to analyze strategies for improving trading service performance based on the value chain through increased use of the dashboard system. This study employs a qualitative method using a case study approach. Data collection was conducted through in-depth interviews with internal users of the dashboard system and supported by secondary data in the form of system logs and documents related to the trading services of PT Dana Sentra. Data analysis was performed using thematic analysis grounded in the value chain theory proposed by Michael Porter and the strategy execution framework proposed by Arthur A. Thompson.

The research findings indicate that the suboptimal use of the dashboard system is influenced by the fact that the dashboard system is not yet integrated with overall service activities, limitations in the dashboard system's features, the lack of standardization in the use of the dashboard system, a work culture that does not yet support the use of the dashboard system, and technical and reliability issues with the dashboard system. The strategy for improving trade service performance comprises five key initiatives: the comprehensive integration of service processes into the dashboard system, the enhancement of the dashboard system's features and capabilities, the development of service process SOPs based on the dashboard system, a transformation of the work culture, and the improvement of the dashboard system's reliability.

Keywords: value chain, strategy execution, dashboard system, digital transformation, service performance