

ABSTRAK

Untuk dapat bersaing dan memimpin pasar perusahaan memerlukan pengembangan dalam penerapan prinsip *value discipline strategy*. Perusahaan harus dapat menentukan dan memfokuskan penyampaian nilai disiplin kepada nasabah. Penelitian ini memfokuskan kepada pengembangan *customer intimacy* dan *operational excellence* di Bank Bengkulu Cabang Jakarta. Bank Bengkulu Cabang Jakarta merupakan cabang dengan dana pihak ketiga (DPK) terbesar dan selama pembukaan cabang Jakarta, Bank Bengkulu selalu mendapat penghargaan. Oleh karena itu, diperlukan pengembangan terhadap pelayanan dan kinerja operasional di Bank Bengkulu Cabang Jakarta. Adapun tujuan dari penelitian ini adalah untuk mengidentifikasi atribut pelayanan apa saja yang menjadi unggulan dan perlu diperbaiki untuk dapat memenuhi kebutuhan nasabah, menganalisis penerapan *operational excellence* untuk menciptakan keunggulan kinerja pelayanan dalam memenuhi kebutuhan nasabah. dan mengidentifikasi perbaikan yang diperlukan untuk pendekatan *operational excellence* dan *customer intimacy* terhadap keadaan aktual perusahaan.

Analisis penerapan *customer intimacy* menggunakan model Kano, diperoleh atribut unggulan berdasarkan kebutuhan nasabah yang perlu ditingkatkan untuk mencapai kepuasan nasabah. Metode pengumpulan data model Kano dilakukan dengan kuesioner berupa pertanyaan fungsional dan disfungsional dengan skala *Likert* yang hasilnya akan diolah dengan uji validitas dan reliabilitas serta analisis atribut model Kano sehingga didapat atribut unggulan untuk ditingkatkan dan atribut yang perlu diperbaiki. Analisis penerapan *operational excellence* menggunakan model Shingo, yang didapat dari data internal operasional Bank Bengkulu Cabang Jakarta berupa pelaksanaan kinerja kegiatan operasional yang diterapkan oleh manajemen. Metode pengumpulan data model Shingo dilakukan dengan wawancara terhadap pihak operasional internal. Hasil wawancara akan dianalisis terhadap dimensi model Shingo.

Hasil analisis pendekatan *customer intimacy* bahwa terdapat beberapa hal yang masih perlu diperbaiki terutama dalam hal teknologi pelayanan dan jumlah pegawai untuk memenuhi kebutuhan dan kepuasan nasabah. Hasil analisis pendekatan *operational excellence* bahwa Bank Bengkulu Cabang Jakarta sudah menerapkan prinsip *operational excellence*, namun pelaksanaannya masih memerlukan beberapa perbaikan dan pengawasan.

Kata kunci: *value discipline strategy*, model Kano, model Shingo, *operational excellence*, *customer intimacy*, pelayanan jasa, perbankan, wawancara, kuesioner, dimensi model Kano, tabel evaluasi Kano.

ABSTRACT

To compete and lead the market, companies need development in the application of the value discipline strategy principle. Companies must be able to determine and focus on delivering the value of discipline to customers. This study focuses on developing customer intimacy and operational excellence at the Bengkulu Bank, Jakarta branch. Bank Bengkulu, Jakarta Branch is the branch with the largest third party funds (DPK) and during the opening of the Jakarta branch, Bank Bengkulu always received awards. Therefore, it is necessary to develop services and operational performance at Bengkulu Bank, Jakarta Branch. The purpose of this study is to identify what service attributes are superior and need to be improved in order to meet customer needs, analyze operational excellence application to create service performance excellence in meeting customer needs, and identify the improvements needed to approach operational excellence and customer intimacy to the company's actual circumstances.

Analysis of the application of customer intimacy using the Kano model, obtained superior attributes based on customer needs that need to be improved to achieve customer satisfaction. The Kano model data collection method was carried out by using a questionnaire in the form of functional and dysfunctional questions with a Likert scale, the results of which would be processed by validity and reliability tests as well as attribute analysis of the Kano model in order to obtain superior attributes to be improved and attributes that needed to be improved. The analysis of operational excellence application uses the Shingo model, which is obtained from the internal operational data of the Bengkulu Bank, Jakarta branch, in the form of operational performance implementation implemented by management. The method of data collection using the Shingo model was conducted by interviewing internal operational parties. The results of the interview will be analyzed against the dimensions of the Shingo model.

The results of the analysis of the customer intimacy approach show that there are several things that still need to be improved, especially in terms of service technology and the number of employees to meet customer needs and satisfaction. The results of the analysis of operational excellence approach show that the Bank Bengkulu branch of Jakarta has implemented the principle of operational excellence, but its implementation still requires some improvement and supervision.

Keywords: value discipline, kano model, shingo model, operational excellence, customer intimacy, service delivery, banking, interviews, questionnaires, Kano model dimensions, Kano evaluation tables.