

INTISARI

Berdasarkan hasil observasi lapangan pada proses operasional pengajuan asuransi baru secara digital pada PT. XYZ, masih ditemukan beberapa permasalahan yang kurang efisien karena terdapat pemborosan (*waste*). Metode yang digunakan untuk menggambarkan proses adalah *current state value stream mapping*, yang memberikan hasil non-value added 7,19% dari total *cycle time*, dan perlu dilakukan pengurangan. Melalui analisis pemborosan yang dilakukan, didapatkan 7 dari 10 jenis pemborosan dalam industri pelayanan (*service industri*), dengan 2 pemborosan diantaranya significant, yaitu *Over-processing* 3,59% dan *Variation* 1,36%. Analisis dilanjutkan melalui kuesioner *waste relation matrix* (WRM) terhadap 82 relasi, dan didapatkan 3 relasi antar jenis pemborosan teratas; *Over-processing to Overproduction* 100%, *Defect to Communication* 97,5%, dan *Variation to Defect* 95%. Penelitian dilanjutkan dengan analisis akar sebab (*root-cause analysis*) berdasarkan 5 permasalahan yang ditemukan, dan dirumuskan 4 saran sebagai usulan strategi perbaikan operasional dalam mengurangi pemborosan. Dari prioritas saran rekomendasi strategi yang didapatkan, digambarkan rancangan perbaikan kondisi proses kedepannya yang dapat mengurangi termuan pemborosan dari 7,19% menjadi 4,16% dalam bentuk *future state map*.

Kata Kunci: Pengajuan Asuransi Baru, *Service Value stream mapping*, *Waste Analysis*, *Waste Relationship Matrix* dan *Root Cause Analysis*.

ABSTRACT

According to the observation result of digitalized new business operational process on XYZ, several process inefficiency problems were still be found, which caused by some wastes. Research was done with current state value stream mapping method to picture the operational process and found that there are 7,19% non-value added of the total cycle time, which required to be decreased. Trough waste analysis that taken on the following process, it found that there are 7 out of 10 wastes of service industry on the process, with 2 significant wastes: 3,59% *Over-processing* and 1,36% *Variation*. Analysis was continued with waste relation matrix through 82 questions and gave 3 biggest waste related result; *Over-processing* to *Overproduction* 100%, *Defect* to *Communication* 9,75%, and *Variation* to *Defect* 95%. The next step of the research is to define the main problem based on 5 prioritized waste problems that found trough root-cause analysis, and it gives 4 suggestions as initiation for operational improvement strategy to lower the waste findings. Trough the defined and prioritized strategy suggestions mapped the process improvement plan in the future state value stream mapping that can reduce the 7,19% waste to 4,16%.

Keywords: Insurance New Business, Service *Value stream mapping*, Waste Analysis, Waste Relational Matrix, Root Cause Analysis.