

ABSTRAK

Penelitian ini membahas analisis manajemen proses bisnis (BPM) pada perusahaan pengiriman barang PT. Yama Ekspres yang berlokasi di Bandung. Permasalahan penelitian difokuskan pada proses pengelolaan pesanan, di mana PT. Yama Ekspres mengalami kesulitan dalam memenuhi *Service Level Agreement* (SLA) yang dijanjikan kepada pelanggan. Data terkini menunjukkan bahwa PT. Yama Ekspres tidak dapat memenuhi SLA tersebut dan mengalami keterlambatan. Studi ini bertujuan untuk menganalisis kondisi terkini *Business Process Management*, mengetahui cara menganalisis *Business Process Management*, dan mengusulkan perbaikan untuk *Business Process Management* di PT. Yama Ekspres.

Penelitian ini menggunakan pendekatan kualitatif untuk menganalisis manajemen proses bisnis (BPM) PT Yama Ekspres guna mencapai tujuan yang didorong oleh pelanggan. Tujuan dari penelitian ini adalah menganalisis proses-proses yang ada untuk memenuhi kebutuhan pelanggan dan memberikan rekomendasi perancangan ulang proses berdasarkan *As-Is Process*. Analisis data kualitatif dilakukan melalui tahapan reduksi data, penyajian data, dan penarikan kesimpulan. Keabsahan data dijamin melalui triangulasi, termasuk triangulasi sumber dan triangulasi waktu. Hasil analisis data akan digabungkan dengan temuan penelitian kuantitatif untuk merancang skenario simulasi perbaikan proses bisnis di PT Yama Ekspres. Validitas data dikonfirmasi melalui uji kredibilitas, yang mencakup triangulasi dan diskusi dengan praktisi dari unit terkait, seperti divisi pengembangan bisnis, divisi operasional, dan Direktur Utama.

Temuan penelitian mengungkapkan bahwa proses pengelolaan pesanan di PT. Yama Ekspres menghadapi tantangan akibat pertukaran informasi secara manual, yang menghambat kolaborasi antara tim operasional dan tim penjualan. Selain itu, adanya ketidaksesuaian dalam proses penagihan menyebabkan perlu dilakukannya pekerjaan ulang dan peningkatan waktu layanan.

Kata kunci : Manajemen Proses Bisnis, *Freight Forwarder*, *Order Management*, *Third Party Logistics*, *Operation Management*

ABSTRACT

This research focuses on the analysis of Business Process Management (BPM) in the freight forwarding company PT. Yama Ekspres, located in Bandung. The research problem is centered around the order management process, where PT. Yama Ekspres faces difficulties in meeting the promised Service Level Agreement (SLA) to customers. Recent data shows that PT. Yama Ekspres has been unable to fulfill the SLA and has experienced delays. The study aims to analyze the current state of Business Process Management, understand the methods of analyzing Business Process Management, and propose improvements for Business Process Management at PT. Yama Ekspres.

This research employs a qualitative research approach to analyze the business process management (BPM) of PT Yama Ekspres in order to achieve customer-driven objectives. The study aims to analyze the existing processes to meet customer requirements and provide recommendations for business process redesign based on the As-Is Process. The qualitative data analysis follows the steps of data reduction, data presentation, and drawing conclusions. Data credibility is ensured through triangulation, including source triangulation and time triangulation. The data analysis results will be combined with quantitative research findings to design a simulation scenario for business process improvement at PT Yama Ekspres. The validity of the data is confirmed through credibility testing, which includes triangulation and discussions with practitioners from the relevant units, such as business development, operations, and the CEO.

The research findings reveal that the order management process at PT. Yama Ekspres faces challenges due to manual information exchange, hindering collaboration between the operational team and the sales team. Additionally, discrepancies in the billing process result in the need for rework and increased service time.

Keywords : Business Process Management, Freight Forwarder, Order Management, Third Party Logistics, Operation Management