

ABSTRACT

The competition among national printing industries has been getting harder facing global marketing ahead. It involves efficiency, effectiveness, productivity and adaptability as the measured and computed parameters. And in order to anticipate this issue, every industry managements have to review and to redesign every internal business process using continuous improvement concept. PT Percetakan Gramedia is one of the several national-class printing company. And the research that has been well-done in PT Percetakan Gramedia Unit Bandung focuses to the critical business process problems. One of them is the business process of logistic item repeat ordering. Based on management's opinion, this business process has required a very long cycle time and has had a very low efficiency. It has taken up to 5 days for the internal business process and includes many bureaucracy layers. These problems have firmly influenced the whole ordering process, the supply chain process and the item acceptance by the internal customers.

The upcoming problem review which has led the researcher to measure the sub processes cycle time point out a notification that the total cycle time for item ordering sub process (Process SPMB) is 2115.51 minutes with the process efficiency 0,036317634, for item accepting and saving (Process M) is 26,4 minutes with the computed process efficiency 0,493068707 and for item escaping (Process K) is 21,45 minutes with the calculated efficiency 0,524466399 so that it's obviously implicated that the total business process cycle time is 2164,24 minutes or 4,508833 days (with 1 workdays = 8 workhours and 1 workhours = 60 minutes) or 5 days rounded up. This measuring outcome is simulated using Aris Simulation software as an input for the analysis which consists of the existing business process analysis, activities analysis using 13 streamlining tools method, and simulation report analysis. Then the final analysis result will be a usable input to redesign the business process using Business Process Improvement method and to create the recommended business process.

The business process recommendation decreases the total activities from 57 activities to 44 activities. In the other hand the total cycle time for process SPMB has decreased to 251,664 minutes with significantly developed efficiency 0,240964143, process M becomes 22,528 minutes with efficiency 0,56587358 and process K is reduced to 15,934 minutes with efficiency 0,607129409. And in synergic purpose of strongly supporting the business process recommendation, it's been built an information system to crucially solve the bureaucracy and cycle time length problems.

Keywords : Redesign, continuous improvement, Business Process Improvement.