

## **ABSTRACT**

*Rumah BUMN (RB) is a place designed to facilitate SOE collaboration to form a digital economy ecosystem in MSMEs through the coaching program provided. The coaching programs provided by Rumah BUMN are competency access, partnership access, and marketing access. In monitoring the results of competency access in the form of training programs, RB Bandung has a portal called Skoring UMKM Naik Kelas. Based on data on MSMEs that have filled in the scoring from June 2022 to June 2023, it shows that the training program provided has not been able to achieve the target of upgrading MSMEs, which is 50% each year. This is supported by complaints submitted by the fostered MSMEs through in-depth interviews. The complaints felt by RB Bandung fostered MSMEs are that the training material is not in accordance with the needs, there is no assistance after training, the classroom atmosphere is not interactive, the training material provided is general, poor time management, limited facilities and infrastructure, not presenting competent instructors, and no monitoring of the application of training material.*

*Based on the above problems, the design of the attributes needed to improve the MSME training work program at the Rumah BUMN Bandung using service quality integration and the kano model was carried out. The use of the two methods aims to complement the shortcomings of each method if used separately. From the results of identifying the attributes of the needs of the RB Bandung training program using in-depth interviews with MSMEs assisted by RB Bandung and literature studies of previous research, 15 attributes of needs were produced which were classified into 5 dimensions of service quality. The service quality dimensions used in this study are training content, post training treatment, instructor, reliability, and training amenities. Meanwhile, for the 15 attributes of the needs of the RB Bandung training program, namely training material in accordance with the needs of MSMEs (TC1), the training material provided is specific (TC2), the training material provided is easy to understand (TC3), providing monitoring of the application of training material (PT1), providing consultation services (PT2), providing assistance after participating in the training program (PT3), instructors have competence in their*

*fields (IT1), The instructor has the ability to teach (IT2), the instructor creates an interactive environment in the classroom (IT3), the content of the training is in accordance with the predetermined theme (RB1), the training is carried out in accordance with the planned duration (RB2), the training is carried out in accordance with the planned schedule (RB3), the availability of equipment that supports training (TA1), training equipment can function (TA2), and the training room used is adequate (TA3).*

*Based on the results of processing the service quality questionnaire, 10 weak attributes and 5 strong attributes were obtained. Then, based on the results of the kano model questionnaire processing, 8 attributes are included in the one-dimensional category, 6 attributes are included in the must-be category, and 1 attribute is included in the attractive category. Furthermore, the integration of service quality and the kano model was carried out and resulted in 10 attributes that need to be improved, 4 attributes that need to be maintained, and 1 attribute that needs to be prioritized. Attributes with improved and prioritized recommendations are attributes that become True Customer Needs. The eleven attributes are training materials in accordance with the needs of MSMEs (TC1), the training materials provided are specific (TC2), the training materials provided are easy to understand (TC3), providing monitoring of the application of training materials (PT1), providing consultation services (PT2), providing assistance after participating in the training program (PT3), instructors have competence in their fields (IT1), instructors have teaching skills (IT2), instructors create an interactive environment in the classroom (IT3), the content of the training is in accordance with the established theme (RB1), and the availability of supporting equipment for training (TA1).*

***Keywords: MSMEs, Training, Service Quality, Kano Model, True Customer Needs***