

## ABSTRACTION

Every people cannot neglects natural resources. Land is a natural resource which has very big benefit for human being. To endure the property right of the land, people is began to realize the importance of the letter of land property right which guaranteed legally by the state based on the law. BPN is the only body which has the authority to manage the land property in Indonesia. Considering that there are so many things to be done, so the service must be good and it should take short time. A land certificate usually finished in 38 days. But at the real condition, it is usually took 60 days. The difference has caused Gap between standard time and the real condition, and it will affect next processes. On the research, the recommendation of improvement will calculates cycle times in the making land certificate, calculates inappropriate process factors, and redesign the business process of land certificate making in BPN Rantauprapat so the process will be finished in short time and also fast.

The research will observe processes in making land certificate, interviewing external and internal customers, so activities occur in the process would be known, and also activities which took too long time, and factors causing inappropriate between the standard and the implementation. And then, by using Business Process Improvement method, repairments and business process redesign will be conducted.

Based on the research which have been conducted, the existing cycle time efficiency is 58.16% with the total cycle time is 480.4 hours (60 mandays) and consists of 44 activities. After the improvement, the effeciency of cycle time recommendation is 61.25% with total cycle time 351 hours (44 mandays) and consists of 37 activities. The amount of activities is reduced because there are duplications in the process of making land certificate. Besides, streamlining processes are conducted in making land certificate activities, human resource analysis, analysis of technology and supporting facilities, and internal and external customer's need analysis.

As the conclusion of the research, there is improvement in the business process because the efficiency has been increased from 58.16% to 61.25%. Efficiency value close to 1 shows that there is improvement in the business process of making land certificate, so the implementation of recommendation should be considered. And for the next research, the cost perhaps should be calculated in the business process improvement of making land certificate in BPN Rantauprapat.

Keywords : Business Process Improvement, Business Process Design, the Making of Land Certificate