ABSTRACT

Business processes are crucial for organizations and are carried out to help achieve the organization's goals. PT. Pelayaran Laksita Aditya Parama (PLAP) is a company engaged in ship agency services, acting as an intermediary between ship owners, ports, and other related parties in ship operations management and port services. At PT. PLAP, several business processes are still done manually, such as sales transactions, revenue and expenditure recording, and client data recording from previous transactions. Specifically, for revenue and expenditures, issues are generally caused by data entry errors triggered by human error due to the limitations of the information technology used. Additionally, the loss of numerous client data often complicates the data recording process. Based on these issues, an evaluation of the performance of activities in the sales process to sales data recording will be conducted to identify necessary improvements. This research was conducted using Business process management (BPM). This method was chosen because it encompasses identifying the involved business processes, modeling existing processes, and developing automation systems to support these processes. Thus, this study aims to analyze and reengineer the sales business process to the existing (As-is) and proposed (to-be) sales data recording. The results of this study include an existing (As-is) diagram, followed by a detailed problem analysis using SWOT analysis to identify Weaknesses in the existing business process system or (As-is) value chain. Fishbone diagrams are used to classify the underlying problems and their interrelations, and root cause analysis aims to rank the problems in the existing (As-is) business process. This facilitates the modeling process of the to-be diagram. The proposed (to-be) activity analysis involves changes based on job descriptions while maximizing time efficiency by 50.28%. A local website prototype developed can serve as a reference for improvements related to business processes and company targets that need enhancement at PT. PLAP. The total duration of activities in the proposed business process simulation for the main process of managing orders is 8 days, 18 hours, and 48 minutes. The utilization results show that the branch manager's utilization is 16.21%, while the agent staff's utilization is 69.34%. Thus, the condition in the proposed (to-be) business

process will increase the number of activities, but the activity time will be shorter and more efficient.BPM analysis shows that time efficiency improvements can be achieved despite an increase in the number of activities. This research demonstrates that applying the BPM method in business process modeling at PT. PLAP can enhance and improve business processes by automating several activities previously done manually. This not only reduces errors due to human error but also increases efficiency and effectiveness in revenue and expenditure management. Moreover, a more structured and well-documented system implementation will support the company in addressing data loss issues and reducing the risk of recording errors. This research concludes that reengineered business processes experience a time efficiency increase of 50.28%, which can enhance client value. Implementing the proposed local website prototype will provide a clear reference for the company to improve performance and achieve goals effectively and efficiently.

***Keywords**: Business process management, BPM, Ship Agency, Reengineering, Business Process Modeling*