# CHAPTER VI
# CONCLUSIONS AND SUGGESTIONS

This chapter contains conclusions on Business Process Improvement (BPI) in asset maintenance procurement at PT XYZ Operations Procurement unit and suggestions for the next researcher with related research.

## 6.1 Conclusions

The conclusions obtained based on the results of data processing and the objectives that have been formulated in this research can be explained as follows.

1. Evaluation of business processes using the fishbone diagram method found problems in the current asset maintenance procurement business process activities, which caused the lead time of asset maintenance to take a long time so that the Service Level Agreement (SLA) was not achieved. The results of the evaluation with the fishbone diagram are overwork caused by limited human resources, then uncompleted asset maintenance purchase requisitions caused by the absence of a standard format, then repetitive work because automation has not been utilised, and delayed response due to the large number of warehouses. Evaluation of business processes using the Failure Mode and Effect Analysis (FMEA) method found problems in the current asset maintenance procurement business process, such as mistakes in creating asset maintenance purchase requisitions, incomplete asset maintenance purchase requisitions, and approval from the warehouse manager takes a long time. Evaluation of business processes using the value-added assessment found No Value Added (NVA) activities that need to be eliminated so that business processes can run more effectively and efficiently. The activities of reviewing asset maintenance purchase requisitions, informing unclear information, creating maintenance purchase requisition revisions, and sending new maintenance purchase requisitions are No Value Added (NVA) activities that will be eliminated.

2. Based on the evaluation and analysis that has been carried out, recommendations for improving the asset maintenance procurement business process using the Business Process Improvement (BPI) method at the streamlining stage are then made. In this business process using 2 streamlining tools, namely standardization and upgrading. Recommendations that have been made cause some activities to change from initial activities such as adding activities and removing activities. These recommendation activities are the result of the streamlining process which consists of creating an asset maintenance purchase requisition based on Standard Operating Procedures (SOP) by filling in Microsoft Forms using standardization, and maintenance approval confirmation in Microsoft teams with automation by upgrading. Afterwards, the recommended business process will be modeled using Business Process Model and Notation (BPMN).
3. Time analysis is conducted to comparing business process time for current, and recommendation condition using Bizagi Modeler software. Based on time analysis average time for current business process is 21 hours 32 minutes, and average time for business process recommendation is 17 hours 20 minutes. Time different between business process current and recommendation is 4 hours 12 minutes, with time decreasing for asset maintenance procurement is 19.51%.

## 6.2 Suggestions

Based on the research that has been done and analyzed, several suggestions can be given for the next researcher to continue research as the development of this research is:

1. The results of this research can be used as a reference for developing information systems that facilitate other business processes within the warehouse can provide added value by enabling better integration between

existing systems and newly developed ones. This can enhance overall warehouse operational efficiency and effectiveness.

2. Utilization of automation with Microsoft Power Automate as a standard to simplify warehouse business processes can significantly reduce operational time. Its strong integration with Microsoft's platform also facilitates the adoption of new technologies by users across various organizational levels.