

RINGKASAN EKSEKUTIF

Project Case Improvement bertujuan mengidentifikasi, melakukan analisis terhadap permasalahan yang terjadi di perusahaan dan memberikan rekomendasi solusi terbaik bagi OPCO Indonesia. Penulis berkesempatan bekerja di OPCO Indonesia selama tiga bulan dan diberikan tugas menganalisis dan juga merancang evaluasi karyawan di salah satu outlet milik OPCO Indonesia, YellowFin.

Masalah yang teridentifikasi berdasarkan batasan proyek adalah kurangnya penguasaan karyawan terhadap *standard operating procedure, service sequence*, dan sikap profesionalisme yang menyebabkan kinerja di bawah standar. Perumusan masalah tersebut berdasarkan teori *Gap Analysis* yang penulis gunakan untuk mencari fokus masalah. Teori *Cause-and-Effect Diagram* digunakan untuk mencari akar permasalahan yang terjadi.

Penulis melakukan dua analisis yaitu prioritas masalah dan juga penggabungan *Cause-and-Effect Diagram* dengan konsep *MARS Model* untuk mengetahui hubungan dari setiap akar masalah yang ada. Berdasarkan analisis dan juga pembobotan alternatif solusi, penulis memberikan rekomendasi solusi yang terbagi menjadi tiga bagian, yaitu.

1. Peraturan dan evaluasi yang jelas mengenai kewajiban pelatihan
2. Evaluasi rutin dengan agenda yang jelas
3. Pembentukan tim kecil yang akan dirotasi secara berkala

Ketiga rekomendasi solusi di atas merupakan solusi yang saling mendukung satu sama lain dengan tujuan menyelesaikan masalah yang dihadapi dimana kurangnya peraturan yang mengikat mempengaruhi sebagian besar permasalahan yang terjadi. Ketiga rekomendasi di atas juga berhubungan dengan teori-teori yang telah penulis teliti untuk menyelesaikan masalah.



EXECUTIVE SUMMARY

The purpose of The Project Case Improvement is to identify and analyze problems that are happening at OPCO Indonesia, and to also provide recommendations on the best solutions for the company. The writer had the opportunity to work at OPCO Indonesia for three months, and was given the task to analyze and also design employee evaluation mechanisms at one of OPCO Indonesia's outlets, YellowFin.

Based on the scope of this project, the problem identified was mainly due to lack of employee's understanding on standard operating procedure, service sequence, and also lack of professionalism, which caused overall performance to fall below standards. The formulation of the problem was based on the theory of Gap Analysis that was used to find the source of the problem, whereas to find the root cause of the problem the writer used The Cause-and-Effect Diagram.

The writer conducted several analyses including problem prioritization and also a combination of Cause-and-Effect Diagram and MARS Model concept to understand the connection between root causes identified. Based on the analyses and also weighting on alternative solutions available, the writer provided a set of recommendations that are essentially divided into three main areas:

- Clear policy and evaluation mechanism related to training
- Regular evaluation with clear agenda
- Task force formulation with periodical rotation

The three recommendations are complimentary of each other, with the purpose of solving the problems faced by OPCO Indonesia, where majority of them were caused by lack of policy that binds the employees. The three recommendations are also related to the theories studied by the writer to solve the issues.

