

**ANALYSIS AND CONTROL OF PROFITABILITY SERVICE
BUSINESS NON CONTRACT IN SUMATRA AREA
(AGRO AND FORESTRY SECTORS)**

By

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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



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ABSTRACT**ANALYSIS AND CONTROL OF PROFITABILITY SERVICE
BUSINESS NON CONTRACTIN SUMATRA AREA
(Agro and Forestry Sectors)**

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The macro condition of the forestry and agribusiness businesses in the Sumatra Area is very good, and Pekanbaru is the center of UT's support for these commodities. However, the profitability of the UT service business in the Pekanbaru branch in the last 3 years 2018-2020 was negative. This study aims to find the root of the problem and alternative solutions to the problem. The goal is for performance profitability to be above 10%. This research will use the Six Sigma - DMAIC (Define, Measure, Analyze, Improve, Control) methodology starting with taking data from the system after adjustment, validating and then looking for the root of the problem that occurs with fishbone tools, diagrams and VOC-CTQ, looking for alternative solutions and determining the best solution to run as well as evaluating the results and standardizing the process. used as a reference for determining decisions and improvements, as well as process flow and systems that have not adjusted to the development of business processes. The DMAIC methodology is the right tool to solve the problem of profitability in this service business so that the results are in accordance with the expected target. The solution that has been taken to solve this problem can become a standard for improvement and profitability control for similar business models in other branches/sites.

Keywords : Profitability, Profit, Revenue Labor, DMAIC, Six Sigma Process

ABSTRAK**ANALYSIS PROFITABILITY SERVICE BUSINESS NON CONTRACT
IN SUMATRA AREA
(Agro and Forestry Sectors)**

By

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Kondisi makro bisnis forestry dan agribisnis di Area Sumatra sangat baik, dan Pekanbaru adalah pusat support UT untuk komoditi tersebut. Namun profitability bisnis jasa service UT cabang pekanbaru di 3 tahun terakhir 2018-2020 negatif. Penelitian ini bertujuan untuk mencari akar masalah serta alternatif solusi dari problem tersebut. Tujuannya adalah agar performance profitability menjadi di atas 10%. Penelitian ini akan menggunakan metodologi Six Sigma - DMAIC (Define, Measure, Analyze, Improve, Control) dimulai dengan pengambilan data dari sistem setelah adjustment, memvalidasi kemudian dicari akar masalah yang terjadi dengan tools fishbone diagram dan VOC-CTQ, mencari alternatif solusi serta menentukan solusi terbaik untuk dijalankan serta melakukan evaluasi atas hasil dan standarisasi prosesnya. Temuan penelitian adalah terjadinya posting cost dan pembebanan tidak pada tempatnya, kurangnya pengetahuan beberapa PIC utama dalam proses, belum ada dashboard performance yang bisa dijadikan acuan untuk menentukan keputusan dan perbaikan, serta flow proses dan sistem belum menyesuaikan perkembangan proses bisnis. Metodologi DMAIC merupakan tools yang tepat untuk menyelesaikan permasalahan profitability bisnis jasa service ini sehingga didapatkan hasil sesuai dengan target yang diharapkan. Solusi yang telah diambil untuk penyelesaian masalah

ini dapat menjadi standard perbaikan dan kontrol profitability untuk model bisnis yang serupa di cabang/site yang lain.

Kata Kunci : Profitability, Profit, Revenue Labor, DMAIC, Six Sigma Process

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DEDICATION

I dedicate this research to my beloved company in order to be a positive contribution to the development of the company, to the Swiss German University and other researchers to be additional references, and I also dedicate it to my whole family, especially my beloved parents, wife and children who have given support, prayers and extraordinary patience by spending their time to me as a child, husband and father while completing this thesis well.

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