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Business Process Reengineering in the Training Service Business Process of CV. Maxindo Consulting to Improve Company Performance Efficiency

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ABSTRACT

In facing global competition, companies must ensure that employees can work effectively and efficiently, with both high-quality and high-quantity output. Employee training has become one of the crucial methods to meet these standards, considering the importance of competent human resources in supporting a company's competitiveness. CV. Maxindo Consulting is a company that specializes in employee training services across various sectors. However, its current business processes, such as proposal requests and training evaluations, remain time-consuming, hindering work efficiency and potentially harming the company's image. Therefore, Business Process Reengineering (BPR) is proposed as a solution. This BPR approach is expected to enhance service quality, operational efficiency, and the company's positive image. The BPR method, as explained by Hammer and Champy (1994) and Davenport & Short (1990), represents a novel approach to business process improvements that can optimize company services and performance.

Keyword: Business process, Service quality, Business Process Reengineering (BPR), Efficiency, Company image.

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1. INTRODUCTION

Every employee in a company is expected to work effectively and efficiently, producing high-quality and high-quantity results to enhance the company's competitiveness [1]. Training is one of the key efforts in developing human resources to face the globalization era, which is filled with competition and challenges. Therefore, training activities should not be overlooked, especially in navigating increasingly intense competition. This highlights the important role of training and human resource development in helping employees perform more competently and optimally in their current or future roles [2]. The demand for human resource development has led many companies to provide training for their employees. To meet this demand, numerous companies offering employee training services have emerged, one of which is CV. Maxindo Consulting.

CV. Maxindo Consulting is a company specializing in employee training services. Maxindo has provided training for various companies, including those in banking, mining, stateowned enterprises, government institutions, and others. However, in conducting its business processes, certain aspects take a considerable amount of time. For instance, the process where clients request a training package proposal from the marketing team requires approval from the director before the proposal can be submitted to the client. Additionally, the training evaluation report also takes time before it can be handed over to the client. This hampers employee work efficiency. If evaluations are not carried out, it will affect the company's services to its clients. The assessment process by the Quality and Development department is performed manually, which can slow down the evaluation process and increase costs. Furthermore, this process becomes significantly time-consuming if a large number of participants attend the training. Amid the competition among training service companies, these issues could hinder Maxindo's performance, potentially tarnishing its positive image.

The study conducted by Arya D. (2019) on Business Process Reengineering at the Batu District Attorney's Office aimed to improve the performance of attorney employees and facilitate public services [3]. The results of the study showed significant differences between the old process and the recommended process, particularly in terms of service, speed, and cost. Waluya M. (2021) conducted research on business process redesign using the Business Process Reengineering method at TLS Cargo, aiming to enhance the quality of delivery services. The study successfully recorded an efficiency improvement of 30.52% compared to the previous business process design [4]. Meanwhile, Ayu I. (2022) researched Business Process Reengineering at Coffee Shop Coffee Secret's using the Dolibarr application, intending to help business owners secure data to prevent loss and facilitate audit processes across all business activities. The results of this study showed that the implementation of the Dolibarr application at Coffee Secret's was tested and deemed successful [5].

Based on the introduction above, one of the solutions that can be implemented at CV. Maxindo Consulting is to conduct business process reengineering. With the introduction of a new business process, it is expected to improve service quality, enhance the company's positive image, and increase employee work efficiency. This will enable Maxindo to compete effectively in the business arena. Through the Business Process Reengineering method, a significant overhaul of the business process will be carried out. Hammer and Champy (1994, p. 32) state that Business Process Reengineering is a completely new approach concerning the ideas and models used to improve business processes. Davenport & Short (1990) view Business Process Reengineering as an extension of "industrial engineering."

2. METHODS

According to Hammer & Champy (1993), as cited in a 2010 study (p. 2), Business Process Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in measurable aspects such as cost, quality, service, and speed. R.E. Indrajit and R. Djokopranoto (2002) explain that Business Process Reengineering (BPR) involves rapid and radical changes in the redesign of strategies, value-added business processes and systems, rules, and organizational structures that support business activities, aiming to streamline workflows and increase productivity within an organization.



Figure 1. Research Flowchart

3. RESULTS AND DISCUSSION

3.1 Throughput Efficiency Test

The researchers will conduct a throughput efficiency test on the business processes obtained from the company. This is done to measure the service time. Subsequently, mapping will be carried out using the standard ASME (American Society of Mechanical Engineers) map. There are 4 business processes that will be tested. Below are the results of the throughput testing and ASME mapping for the four business processes:

1) Business Process in the Marketing Division

Here are the results of the throughput test on the business process in the Marketing Division:

$$efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$$
$$= \frac{2635 - 1080}{2635} \times 100\%$$
$$= \frac{1555}{2630} \times 100\%$$
$$= 59,12\%$$

The results of the throughput efficiency test for the Marketing Division's business process showed an efficiency of 59.85%, with the remaining time for the business process at 40.15%, indicating it is less than optimal.

2) Business Process in the Finance and Administration Division

Here are the results of the throughput test for the business process in the Finance and Administration Division:

$$efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$$
$$= \frac{4594 - 3960}{4595} \times 100\%$$
$$= \frac{645}{4595} \times 100\%$$

= 14,03%

The results of the throughput efficiency test for the Marketing Division's business process show an efficiency of 14.03%, with the remaining time at 85.97%, highlighting significant inefficiencies.

3) Business Process in the Operations Division

Here are the results of the throughput test for the business process in the Operations Division:

$$efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$$
$$= \frac{2200 - 2200}{2200} \times 100\%$$
$$= \frac{2200}{2200} \times 100\%$$
$$= 100\%$$

The throughput efficiency test for the Operations Division's business process achieved 100% efficiency, indicating there are no delays or idle times in the process. This suggests that the division operates at optimal performance.

4) Business Process in the Quality and Development Division

Here are the results of the throughput test for the business process in the Quality and Development Division:

$$efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$$
$$= \frac{3325 - 1440}{3325} \times 100\%$$
$$= \frac{1885}{3325} \times 100\%$$
$$= 56,69\%$$

The throughput efficiency test for the Quality and Development Division's business process resulted in 49.38% efficiency, with the remaining time at 50.62%, indicating suboptimal performance.

3.2 The Result of Business Process Modelling Notation (As Is) Modeling.

At this stage, simulations and modeling will be conducted to execute the business processes using BPMN notation. This approach facilitates the identification of new problems, enables analysis, evaluates improvements, and reduces customer complaints.

The simulation results are used to determine the time difference required to complete the process before and after implementing improvements. The business process modeling is carried out using BPMN (Business Process Model and Notation), with an estimation of 10 clients. This estimation is based on the average number of clients served by CV. Maxindo Consulting per month

1) Business Process in the Marketing Division

Here are the modeling results for the business process in the Marketing Division:













Scenario informatio	on										
Name	Skena	rio 10 klien									
Time unit	Minut	es									
Duration	030,00	0:00:00									
Name ≑	Туре 🗢	Instances completed	¢	Instances started	¢	Min. time	¢	Max. time	¢	Avg. time	¢
Proses bisnis 1	Process	10	1	0	2	d 14h 50m		4d 3h 20m		2d 22h 8m	

Figure 5 Simulation Results of the Time Process in the Marketing Division (As Is).

Figure 5 is a table displaying the simulation results using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, over 10 iterations of the business process, the average time required per client is 2 days, 22 hours, and 8 minutes, with a minimum time of 2 days, 14 hours, and 50 minutes, and a maximum time of 4 days, 3 hours, and 20 minutes.

2) Business Process in the Finance and Administration Division

Here are the modeling results for the business process in the Finance and Administration Division:



Figure 6 BPMN Model of the Finance and Administration Division (As Is).



Figure 7 BPMN Model of the Finance and Administration Division (As Is).



Figure 8 BPMN Model of the Finance and Administration Division (As Is).



Figure 9 BPMN Model of the Finance and Administration Division (As Is).



Figure 10 Simulation Results of the Time Process in the Finance and Administration Division (As Is).

Figure 10 is a table showing the simulation results using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, over 10 iterations of the business process, the average time required per client is 6 days, 7 hours, and 45 minutes, with the minimum and maximum process times being identical.

- 3) Business Process in the Operations Division
 - Here are the modeling results for the business process in the Operations Division:



Figure 11 BPMN Model of the Operations Division (As Is).



Figure 12 BPMN Model of the Operations Division (As Is).





Scenario informatio	n									
Name	Scena	ario 10 klien								
Time unit	Minu	tes								
Duration	030,0	0:00:00								
Name ≑	Type 💠	Instances completed	Insta star	nces 🗧	Min. time	¢	Max. time	¢	Avg. time	¢
Proses bisnis 3	Process	10	10		1d 12h 40m		1d 12h 40m		1d 12h 40m	

Figure 14 Simulation Results of the Time Process in the Operations Division (As Is).

Figure 14 is a table showcasing the simulation results using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, over 10 iterations of the business process, the average time required per client is 1 day, 12 hours, and 40 minutes.

4) Business Process in the Quality and Development Division





Figure 16 Model of the Quality and Development Division (As Is).



Figure 17 Model of the Quality and Development Division (As Is).





Scenario informatio	n						
Name	Scen	ario 10 klien	rio 10 klien				
Time unit	Minu	utes					
Duration	030,	00:00:00					
Name 🔶	Type 🔶	Instances completed	Instances started	Min. time	Max. time ≑	Avg. time ≑	
proses Bisnis 4	Process	10	10	1d 16h 30m	3d 6h 10m	2d 1h 55m	

Figure 19 Simulation Results of the Time Process in the Quality and Development Division (As Is).

Figure 19 is a table showing the simulation results using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, over the course of 10 business process executions, the average time required per client is 2 days, 1 hour, and 55 minutes, with a minimum process time of 1 day, 16 hours, and 30 minutes, and a maximum process time of 3 days, 6 hours, and 30 minutes.

3.3 Analysis of Alternative Redesigns

At this stage, an analysis of alternative redesigns will be conducted for each business process. The objective is to improve the existing processes by simplifying them. Simplification can be achieved by eliminating unnecessary steps or seeking alternatives, such as integrating technology into each business activity, to reduce the overall time required for the processes.

1) Business Process in the Marketing Division

In this business process, simplification is achieved by eliminating steps that require clients to visit the office or submit physical documents. Additionally, manual tasks are automated to streamline operations and enhance efficiency.



Figure 20 Business Process of the Marketing Division (To Be).

Next, the evaluation process for throughput efficiency is conducted, with the results as follows:

$$efisiensi throughput = \frac{Waktu proses bukan tunda}{total waktu dalam sistem} \times 100\%$$
$$= \frac{1030 - 30}{1030} \times 100\%$$
$$= 97,08\%$$

In the throughput testing shown in Figure 28, the recommendation for Business Process 1 (Marketing Division) achieved a high percentage of 97.08%. Previously, Business Process 1 had a lower percentage due to several activities that hindered the process time.

2) Business Process in the Finance and Administration Division

In this business process, simplification is carried out by eliminating steps that involve long waiting times and automating tasks such as administrative duties, invoice preparation, and client communication.



Figure 21 Business Process of the Finance and Administration Division (To Be).

Next, the evaluation process for throughput efficiency is conducted, with the results as follows:

$$efisiensi\ throughput = \frac{waktu\ proses\ bukan\ tunda}{total\ waktu\ dalam\ sistem} \times 100\%$$

$$=\frac{3345-2700}{3345}\times100\%$$

341

= 19,28%

In the throughput testing shown in Figure 31, the recommendation for Business Process 2 (Finance and Administration Division) resulted in a percentage of 19.28%. Previously, Business Process 2 had an even lower percentage due to several activities that impeded the process time.

3) Business Process in the Operations Division

In this business process, no alternative redesign analysis was conducted because the throughput efficiency test results showed a perfect score of 100%. Therefore, the business process is deemed to be already efficient.



Figure 22 Business Process of the Operations Division (To Be).

Next, the evaluation process for throughput efficiency is conducted, with the results as follows:

$$efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$$
$$= \frac{2200 - 2200}{2200} \times 100\%$$
$$= \frac{2200}{2200} \times 100\%$$
$$= 100\%$$

In the throughput testing shown in Figure 33, Business Process 3 achieved a high percentage of 100%, identical to the previous business process.

4) Business Process in the Quality and Development Division

In this business process, simplification is achieved by eliminating steps with long waiting times, integrating processes that can be executed simultaneously, and automating tasks such as document submission to the trainer, the validation process, and document delivery to clients.



Figure 23 Business Process of the Quality and Development Division (To Be).

Next, the evaluation process for throughput efficiency is conducted, with the results as follows:

 $efisiensi throughput = \frac{waktu \, proses \, bukan \, tunda}{total \, waktu \, dalam \, sistem} \times 100\%$ $= \frac{1,715 - 0}{1,715} \times 100\%$ = 100%

In the throughput testing mentioned above, the recommendation for Business Process 4 (Operational Division) achieved a high percentage of 100%. Previously, Business Process 4 had a lower percentage due to several activities that hindered the process time.

3.4 The results of the Business Process Modelling Notation (To Be)

After conducting an analysis of alternative redesigns, simulations and modeling will be performed to execute the business process using BPMN (Business Process Model and Notation) for the recommended new business processes. This aims to evaluate improvements and reduce the severity of customer complaints. Various types of simulations used in this research include time analysis. This analysis aims to calculate and determine the average duration required to execute an instance of the ongoing business process. Additionally, this stage enables observation of the minimum and maximum times that may occur within an instance of the process.

The simulation results are utilized to identify the time differences needed to complete the process before and after improvements. Business process modeling is created using BPMN to visualize the enhanced workflow effectively.

1) Business Process in the Marketing Division

The following are the results of the modeling for the recommended business process in the marketing division:







Figure 25 BPMN Model of the Marketing Division (To Be).



Figure 26 BPMN Model of the Marketing Division (To Be).



Figure 27 Simulation Results of the Time Process in the Marketing Division (To Be).

Figure 27 represents a table of simulation results for the recommendations of Business Process 1 using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, after 10 iterations of the business process, the average time required is 19 hours and 4 minutes per client, with a minimum time of 17 hours and 10 minutes, and a maximum time of 1 day, 2 hours, and 10 minutes.

2) Business Process in the Finance and Administration Division

Here are the modeling results from the recommendations for the Financial and Administrative Division's business processes:



Figure 28 BPMN Model of the Finance and Administration Division (To Be).



Figure 29 BPMN Model of the Finance and Administration Division (To Be).



Figure 30 BPMN Model of the Finance and Administration Division (To Be).



Figure 31 Simulation Results of the Time Process in the Finance and Administration Division (To Be).

Figure 31 represents a table of simulation results for the recommendations of Business Process 2 using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, after 10 iterations of the business process, the average time required is 5 days, 10 hours, and 45 minutes per client, with the minimum and maximum times being identical.

3) Business Process in the Operations Division

Here are the modeling results from the recommendations for the Operational Division's business processes:



Figure 32 BPMN Model of the Operations Division (To Be).

Menghubungi hotel untuk venue pelaksanaan training	Menghungi peserta untuk koordinasi pelaksanaan dan penjemputan (sesuai kesepakatan)	 ,	Saat pelaksanaan training membuka acara, membagikan pre test, membantu kelancaran jalangus trajang		Saat penutupan training membagikan lembar post test dan lembar evaluasi, pembagian sertifikat	_
	kesepakatan)	J	jalannya training	J	sertifikat	J

Figure 33 BPMN Model of the Operations Division (To Be).

training selesai

Figure 34 BPMN Model of the Operations Division (To Be).

Scenario informatio	n					
Name	Scer	Scenario 10 klien				
Time unit	Min	utes				
Duration	030,	00:00:00				
Name 💠	Туре 💠	Instances completed	Instances started	Min. time	Max. time ≑	Avg. time 🗢
Proses bisnis 3	Process	10	10	1d 12h 40m	1d 12h 40m	1d 12h 40m

Figure 35 Simulation Results of the Time Process in the Operations Division (To Be).

Figure 35 represents a table of simulation results using the Bizagi Modeler application. The table provides estimated times for each process. It can be concluded that, after 10 iterations of the business process, the average time required is required is 1 day, 12 hours, and 40 minutes per client, with the minimum and maximum processing times being identical.

4) Business Process in the Quality and Development Division

Here are the modeling results from the recommendations for the Quality and Development Division's business processes:



Figure 36 BPMN Model of the Quality and Development Division (To Be).



Figure 37 BPMN Model of the Quality and Development Division (To Be).



Figure 38 BPMN Model of the Quality and Development Division (To Be).

Scenario information					
Name	1	Scenario 10 klien			
Time unit	1	Minutes			
Duration		030,00:00:00			
Name ≑	Туре	Instances completed	Instances started	Min. time	Max. time 🗢 Avg. time 🗢
proses Bisnis 4	Process	10	10	19h 30m	22h 20h 15m

Figure 39 Simulation Results of the Time Process in the Quality and Development Division (To Be).

Figure 39 is a table showing the simulation results of business process 4 recommendations using the Bizagi Modeler application. The figure provides an estimated time for each process. It can be concluded that, over 10 iterations of the business process, the average time required per client is 20 hours and 15 minutes, with a minimum process time of 19 hours and 30 minutes and a maximum process time of 22 hours.

3.5 Comparison of Throughput Efficiency Test Results for Old and New Business Processes

At this stage, a comparison of the overall service time is conducted between the initial business process and the recommended business process based on the Throughput Efficiency Test results.

1) Business Process in the Marketing Division

The following table presents a comparison of the efficiency test results between the "As-Is" and "To-Be" business processes in the marketing division.

No.	Business Processes	Efficiency Test	Process Speed
		Results	
1	Initial business process	59,85%	2690sec
2	Recommended business process	97,08%	1030sec

Table 1. COMPARISON OF THROUGHPUT EFFICIENCY TESTS IN THE MARKETING DIVISION'S BUSINESS PROCESSES.

Table 1 is a comparison table between the initial business process and the recommended process. The efficiency test result for the old business process was 59.85%, while the recommended business process showed a significant improvement,

reaching 97.08%. This indicates that the efficiency improvement in the marketing division's business process is 37.23%.

2) Business Process in the Finance and Administration Division

The following is a comparison table of efficiency test results for the "as-is" and "tobe" conditions in the business process of the finance and administration division.

No.	Business Processes	Efficiency Test Results	Process Speed
1	Initial business process	14,30%	4595sec
2	Recommended business process	19,28%	3345sec

Table 2 COMPARISON OF THROUGHPUT EFFICIENCY TESTSIN THE FINANCE AND ADMINISTRATION DIVISION'S BUSINESS PROCESSES.

Table 2 is a comparison table between the initial business process and the recommended business process. The efficiency test results for the old business process were 14.30%, while the recommended business process showed a significant improvement, reaching 19.28%. This indicates that the efficiency increase in the finance and administration division's business process is 4.98%.

3) Business Process in the Operations Division

The following is a comparison table of efficiency test results for the "as-is" and "tobe" conditions in the business process of the operations division.

Table 3. COMPARISON OF THROUGHPUT EFFICIENCY TESTSIN THE OPERATIONS DIVISION'S BUSINESS PROCESSES.

No.	Business Processes	Efficiency	Process Speed
		Test Results	
1	Initial business	100%	2200sec
	process		
2	Recommended	100%	2200sec
	business process		

Table 3 is a comparison table between the initial business process and the recommended business process. The efficiency test results for the old business process were 100%, indicating that the operations division's business process is already efficient.

4) Business Process in the Quality and Development Division

The following is a comparison table of efficiency test results for the "as-is" and "tobe" conditions in the business process of the quality and development division.

Table 4 COMPARISON OF THROUGHPUT EFFICIENCY TESTS

IN THE QUALITY AND DEVELOPMENT DIVISION'S BUSINESS PROCESSES.

No.	Business Processes	Efficiency Test	Process Speed
		Results	
1	Initial business	49,38%	2430sec
	process		
2	Recommended	100%	1170sec
	business process		

Table 4 is a comparison table between the initial business process and the recommended business process. The efficiency test results for the old business process were 49.38%, while the recommended business process showed a significant improvement, reaching 100%. This indicates that the efficiency increase in the quality and development division's business process is 50.61%.

3.6 Comparison Results of As-Is and To-Be Business Process Simulation

The following is a comparison table of business process durations in each division.

1) Business Process in the Marketing Division

The following is a comparison table of business process durations in the marketing division.

No	Duration	As-Is Business Process	To-Be Business		
			Process		
1	Minimum Duration	2 days 14 hours 50 minutes	17 hours 10 minutes		
2	Maximum Duration	4 days 3 hours 20 minutes	1 day 2 hours 10 minutes		
2	Average Duration	2 days 22 hours 8 minutes	19 hours 4 minutes		

Table 5. COMPARISON OF TIME PROCESS RESULTS IN THE MARKETING DIVISION'S BUSINESS PROCESSES.

Table 5 presents a comparison of durations obtained from the simulation results of the current (as-is) and recommended (to-be) business processes in the marketing division. The business process duration has decreased, with a minimum reduction of 1 day 21 hours 40 minutes, a maximum reduction of 3 days 1 hour 10 minutes, and an average reduction of 2 days 3 hours 4 minutes. This indicates that the improvements made contribute to making the business process more efficient and effective.

2) Business Process in the Finance and Administration Division

The following is a comparison table of business process durations in the finance and administration division.

Table 6. COMPARISON OF TIME PROCESS RESULTS

IN THE FINANCE AND ADMINISTRATION DIVISION'S BUSINESS PROCESSES.

No	Duration	As-Is Business Process	To-Be Business Process
1	Minimum Duration	6 days 7 hours 45 minutes	5 days 10 hours 45 minutes
2	Maximum Duration	6 days 7 hours 45 minutes	5 days 10 hours 45 minutes
2	Average Duration	6 days 7 hours 45 minutes	5 days 10 hours 45 minutes

Table 6 presents a comparison of durations obtained from the simulation results of the current (as-is) and recommended (to-be) business processes in the finance and administration division. The business process duration has decreased by 20 hours. This indicates that the improvements made contribute to making the business process more efficient and effective.

3) Business Process in the Operations Division

The following is a comparison table of business process durations in the operations division.

No	Duration	As-Is Business	To-Be Business
		Process	Process
1	Minimum	1 day 12 hours 40	1 day 12 hours 40
	Duration	minutes	minutes
2	Maximum	1 day 12 hours 40	1 day 12 hours 40
	Duration	minutes	minutes
2	Average Duration	1 day 12 hours 40	1 day 12 hours 40
		minutes	minutes

Table 7. COMPARISON OF TIME PROCESS RESULTS IN THE OPERATIONS DIVISION'S BUSINESS PROCESSES.

Table 7 presents a comparison of durations obtained from the simulation results of the current (as-is) and recommended (to-be) business processes in the operations division. The process duration remains the same because the existing process is already efficient, making further business process analysis and recommendations unnecessary.

4) Business Process in the Quality and Development Division

The following is a comparison table of business process durations in the quality and development division.

No	Duration	As-Is Business	To-Be Business
		Process	Process
1	Minimum	1 day 16 hours 40	1 day 12 hours 40
	Duration	minutes	minutes
2	Maximum	3 days 6 hours 30	1 day 12 hours 40
	Duration	minutes	minutes
2	Average Duration	2 day 1 hour 55	1 day 12 hours 40
	1	minutes	minutes

Table 8 COMPARISON OF TIME PROCESS RESULTSIN THE MARKETING DIVISION'S BUSINESS PROCESSES.

Table 8 presents a comparison of durations obtained from the simulation results of the current (as-is) and recommended (to-be) business processes in the quality and development division. The business process duration has decreased, with a minimum reduction of 21 hours, a maximum reduction of 2 days 8 hours 30 minutes, and an average reduction of 1 day 5 hours 40 minutes. This indicates that the improvements made contribute to making the business process more efficient and effective.

3.7 Validation of Business Process Design by Conducting Interviews

This interview is conducted as a validation with the company regarding the proposed business processes to ensure alignment with the company's strategy and objectives.

- 1) After conducting interviews with the marketing division, it can be concluded that the proposed business processes have met the company's expectations. However, it should be noted that the team's readiness to adapt to the new system needs to be taken into consideration.
- 2) After conducting interviews with the Finance and Administration divisions, it can be concluded that the proposed business processes have met the company's expectations.
- 3) After conducting an interview with the Head of the Quality and Development division, it can be concluded that the business process created aligns with the company's expectations and needs.

CONCLUSION

Conclusion Based on the research conducted at CV. Maxindo Consulting regarding Business Process Reengineering, the following are the conclusions of the study:Optimizing Library Layout:

- 1) Business Process Reengineering is capable of transforming old business processes into new ones through recommendations, leading to more efficient process outcomes, particularly in terms of service time.
- 2) Based on the comparison between the current business process simulation and the proposed business process, it demonstrates that the process improvements are effective and can accelerate process time.

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