

ABSTRACT

Rumah BUMN (RB) is an institution that provides a platform for Micro, Small, and Medium Enterprises (MSMEs) to interact, collaborate, and access services, support, and opportunities for their development and growth. There are currently 248 active RB units distributed throughout Indonesia, including one in the city of Bandung, which is managed by Bank BRI. RB's vision and mission include promoting and supporting MSMEs, particularly in enhancing their competencies. Competency improvement is a vital aspect addressed by RB Bandung through training programs. The MSME training program at RB Bandung aims to enhance the business management skills of MSMEs, referred to as "MSMEs level upgrading." However, data indicates that many MSMEs level have not been upgraded by this training program. It can be concluded that the MSME training program at RB Bandung has not been able to help MSMEs achieve the desired upgrading level as per the established targets. Therefore, this research aims to examine the weaknesses of the MSME training program at RB Bandung, with the aim of providing recommendations for quality improvement.

The research was conducted using the Quality Function Development (QFD) method through two iterations. The first iteration utilized the House of Quality (HoQ) matrix to translate the needs of the assisted MSMEs into technical characteristics, considering the company's capabilities. Then, the second iteration employed the part deployment matrix to determine the prioritized critical parts. Between these two QFD stages, concept development was used to connect the two iterations, serving as a reference for recommendations to be provided to RB Bandung. The QFD method was chosen as the appropriate approach to address the issues concerning the MSME training program at RB Bandung because it can bridge the gap between the needs of the assisted MSMEs and the company's ability to implement improvement recommendations.

Improvements of the MSME training program at RB Bandung are based on eleven true customer needs obtained from the assisted MSMEs. True customer needs are the initial data to be processed in the first iteration of QFD obtained from previous research on Service Quality Integration and the Kano Model. In the first

iteration of QFD, outputs were produced in the form of eleven technical characteristics which were prioritized out of the eighteen identified technical characteristics because the fulfillment targets had not been achieved. Before the second iteration of QFD processing, concept development was carried out, resulting in three design concepts: the efficiency concept emphasizing resource minimization, the innovation concept focusing on maximum fulfillment of improvement targets, and the last concept with a moderate approach. The selected concept was the moderate concept based on RB Bandung's considerations. After concept development, the second QFD iteration was conducted, resulting in 17 prioritized critical parts out of the 27 critical parts identified.

The prioritized technical characteristics and critical parts were then formulated into improvement recommendations for each aspect of MSME complaints to enhance the quality of the MSME training program at RB Bandung. The results of the design are recommendations covering aspects of training materials, training curriculum, training syllabus, instructors, post-training activities, as well as training facilities and infrastructure. The recommendations for improvement are adjusted and anticipated for each deficiency to resolve every complaint expressed by the assisted MSMEs. Furthermore, these improvement recommendations were also integrated into a system involving human resources, methods, and equipment within the training program. Therefore, the implemented improvement recommendations will have an impact on enhancing the quality of the MSME training program at RB Bandung.

Keywords: MSMEs, program improvement, quality improvement, quality function development, training