

ABSTRAC

The COVID-19 pandemic that has hit since the end of 2019 has had a significant impact on various sectors, including the education sector. Telkom University, as a higher education institution, has experienced an increase in the number of students requesting postponement of payment of education fees during the pandemic. To increase the efficiency and effectiveness of the payment postponement application process, Telkom University implemented Business Process Re-Engineering (BPR) on the Tel-U Care system. This research aims to evaluate business processes before and after the implementation of BPR in the education fee payment postponement system at Telkom University, as well as identifying factors that influence the success of BPR implementation, including aspects of leadership, organizational culture, and information technology capabilities. The research method used is qualitative, with data collection techniques through interviews, observation and document study. Data analysis was carried out descriptively to provide an overview of the changes that occurred after the implementation of BPR. The research results show that the business process for delaying payments before implementing BPR was carried out manually, took 1-2 weeks, and was prone to errors and lost documents. After implementing BPR, business processes become more structured and digitally based, with completion times reduced to 1-3 working days, thereby increasing data transparency and accuracy. Strong leadership factors, adaptive organizational culture, and effective use of information technology are the keys to success in implementing BPR. This research contributes to understanding the importance of BPR in improving operational efficiency and provides practical recommendations for other higher education institutions that wish to optimize their business processes through the implementation of BPR.

Keywords: Business Process Re-Engineering, BPR, postponement of payment of education fees, Tel-U Care, Telkom University, COVID-19 pandemic.