

ABSTRACT

This study aims to enhance the efficiency of business processes at PT. XYZ, a company specializing in water supply and treatment services, with a focus on improving the invoicing process. The current invoicing process was found to experience delays, negatively impacting the company's cash flow due to inefficiencies and unnecessary steps within the process.

By employing the Business Process Improvement (BPI) method, this research identified and eliminated non-value-added activities and streamlined the workflow to achieve greater efficiency. The proposed improvements resulted in a reduction of the total cycle time by 41 hours and an increase in cycle time efficiency by 14.4%. Validation of the proposed design was conducted with the involvement of PT. XYZ's Head of Finance, HR, and General Affairs Department, demonstrating that the improvements align with the company's needs and can effectively reduce delays in invoice issuance.

In the existing business process, there are 13 activities classified based on their value addition: 5 Real Value Added (RVA) activities, 7 Business Value Added (BVA) activities, and 1 Non-Value Added (NVA) activity, with a total cycle time of 96 hours and a cycle time efficiency of 58.33%. Through analysis and improvement using a streamlining approach, the number of activities in the proposed business process was reduced to 9 activities with a total cycle time of 55 hours. The proposed business process includes 5 RVA activities and 4 BVA activities, with an increased cycle time efficiency of 72.73%. These improvements are proposed through the use of Google Drive to facilitate document collection and spreadsheets for creating inspection sheets, thereby reducing unnecessary activities and overall improving process efficiency.

Keywords: *Efficiency, Business Process Improvement (BPI), Business Process*