

## Perbaikan kinerja manajemen layanan e-mail dengan menggunakan metode sistem manajemen mutu, lean six sigma dan balanced scorecard: studi kasus PT XYZ

Nungky Awang Chandra, author

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### Abstrak

Peranan sistem manajemen layanan TI telah digunakan sebagai alat dalam mengambil keputusan bisnis. Salah satu manajemen layanan TI adalah layanan e-mail. Layanan email membutuhkan sistem yang berorientasi pada proses dan pelanggan. Beberapa permasalahan sistem layanan e-mail antara lain kesulitan memahami kebutuhan pelanggan, perbaikan layanan e-mail kurang fokus terhadap dampak bisnis, layanan email belum terstandarisasi. Sistem manajemen mutu ISO 9001, Balanced Scorecard, dan Lean Six Sigma dapat digunakan untuk menangani permasalahan manajemen layanan email. Sistem manajemen mutu ISO 9001 digunakan sebagai kerangka acuan manajemen layanan e-mail. Balanced Scorecard digunakan untuk menyelaraskan antara tujuan bisnis dan layanan e-mail. Lean Six Sigma digunakan untuk perbaikan kinerja layanan e-mail. Dalam penerapan sistem manajemen mutu ISO 9001, Balanced Scorecard and Lean Six Sigma digunakan beberapa analisa. Analisa tersebut adalah analisa bisnis perusahaan, analisa strategi TI, analisa manajemen layanan TI, dan evaluasi kinerja sistem manajemen layanan e-mail. Kesimpulan dari kajian adalah Lean Six Sigma dapat digunakan untuk memahami kebutuhan pelanggan, seperti e-mail cepat, mudah, stabil dan luas. Balanced Scorecard menyelaraskan KPI antara bisnis dan manajemen layanan e-mail. Agar kinerja layanan e-mail tetap meningkat maka digunakan sistem manajemen mutu ISO 9001.

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Role of IT service management system is used as a business decision tools. One of IT services management system is e-mail service. E-mail service needs system that oriented to process and customer. Some issues on e-mail service system are among others, difficult to understand customer need, improvement of e-mail service is less focus to business impact, and the process of e-mail service is not yet standard. Quality management system ISO 9001, Balanced Scorecard, and Lean Six Sigma can be used to handle issues on e-mail service management. Quality management system ISO 9001 is used as a framework of e-mail service management, Balanced Scorecard is used to align business objective and e-mail service, and Lean Six Sigma is used to improve performance of e-mail service. Implementation of quality management system ISO 9001, Balanced Scorecard and Lean Six Sigma used several analysis. These are business analysis, IT strategy analysis, IT service management analysis, and evaluation performance e-mail service management system. This study showed that Lean Six Sigma can be used to understand customer need as fast, easy, stable and broad. Balanced Scorecard align KPI between business and e-mail service management. In order to performance of e-mail service steadily increased then quality management system ISO 9001 can be used as control of process e-mail service.