



KPI CABANG PRAYA

| Daviada | Order | Booking | | | | Amount Finance | | Approval Rate | | |
|----------|-------|---------|--------|--------|---------------|----------------|--------|---------------|--------|--|
| Periode | Order | Actual | Target | Ach | Actual | Target | Ach | Gross | Nett | |
| Desember | 777 | 317 | 508 | 62.40% | 5,722,418,495 | 9,097,874,105 | 62.90% | 45.17% | 60.31% | |
| Januari | 813 | 367 | 478 | 76.57% | 6,668,648,607 | 8,487,979,362 | 78.91% | 44.03% | 59.97% | |
| Februari | 758 | 302 | 429 | 70.40% | 5,761,432,365 | 7,617,872,691 | 75.63% | 42.74% | 58.91% | |

Dalam 3 bulan terakhir, pencapain booking dan amount finance NMC Praya belum mencapai target. Selain itu, angka approval rate cabang Praya juga terdapat tren terus menurun dalam 3 bulan terakhir.

APPROVAL RATE (PER CABANG) NUSTRA

| Cahang | Dese | mber | Jan | uari | Febi | ruari | Des-Feb | |
|--------------|--------|-----------------|--------|--------------------------------------|--------|---------------|---------|----------------|
| Cabang | Gross | Nett | Gross | Nett | Gross | Nett | Gross | Nett |
| MAUMERE | 83.98% | 84.35% | 86.71% | 86.71% | 89.84% | 92.74% | 86.25% | 87.12% |
| KUPANG | 74.32% | 79.78% | 69.20% | 77.12% | 77.78% | 81.87% | 73.45% | 79.44% |
| SUMBAWA | 57.04% | 76.69% | 52.35% | 73.26% | 51.94% | 74.19% | 53.98% | 74.84% |
| BIMA | 59.66% | 68.63% | 53.09% | 64.94% | 62.70% | 75.00% | 58.25% | 69.12% |
| SELONG | 54.60% | 66.44% | 55.54% | 68.49% | 60.91% | 71.67% | 56.73% | 68.68% |
| LOMBOK BARAT | 55.07% | 68.06% | 52.65% | 67.61% | 51.27% | 68.64% | 52.91% | 68.11% |
| MATARAM | 56.97% | 6 <u>6.</u> 35% | 53.49% | 6 <mark>7</mark> .5 <mark>9</mark> % | 52.91% | <u>68.41%</u> | 54.44% | <u>6</u> 7.42% |
| PRAYA | 45.17% | 60.31% | 44.03% | 59.97% | 42.74% | 58.91% | 43.99% | 59.75% |

Dalam 3 bulan terakhir, angka approval rate di cabang Praya berada di urutan paling bawah dibandingkan dengan cabang-cabang lainnya di wilayah Nustra (Nusa Tenggara).

KOMPOSISI STATUS ORDER (PRAYA & NUSTRA)

| Bulan | Name | Booking | P0 Pending | Order Pending | Reject | Cancel | Appv Rate |
|----------|--------|---------|------------|---------------|--------|--------|-----------|
| Dagamban | PRAYA | 46.74% | 13.57% | 0.86% | 20.96% | 17.87% | 60.31% |
| Desember | NUSTRA | 49.91% | 19.63% | 1.42% | 13.24% | 15.80% | 69.54% |
| | PRAYA | 51.09% | 8.88% | 3.02% | 17.25% | 19.77% | 59.97% |
| Januari | NUSTRA | 52.61% | 16.04% | 1.88% | 13.06% | 16.40% | 68.65% |
| F. L | PRAYA | 45.82% | 13.09% | 1.45% | 19.45% | 20.18% | 58.91% |
| Februari | NUSTRA | 51.58% | 19.07% | 0.89% | 13.49% | 14.96% | 70.65% |

Selain angka approval rate di cabang Praya yang berada di urutan paling bawah di wilayah Nustra, persentase/porsi order reject dan cancel di cabang Praya juga lebih besar dibandingkan dengan Nustra dan NTB.

PROJECT CRITERIA

| | | | | PROJECT CR | ITERIA | | | | | |
|----|----------------|-------------------|--|--------------------|---------------------------|--------------------|----------------------------|-------|----------|--|
| | | HIGH IMPACT | | | | SCORE | DDIODITY | | | |
| No | Masalah | FINANCIAL BENEFIT | INTERNAL/ EXTERNAL CUSTOMER SATISFACTION | IMPROVE EFFICIENCY | PROBABILITY OF SUCCESS | PROJECT SIMPLICITY | COST FOR IMPLEMENTATION | TOTAL | PRIORITY | |
| 1 | Booking | 9 | 9 | 3 | 3 | 3 | 3 | 30 | 3 | |
| 2 | Amount Finance | 9 | 9 | 3 | 3 | 3 | 3 | 30 | 3 | |
| 3 | Order Bias | 3 | 9 | 9 | 3 | 3 | 9 | 36 | 2 | |
| 4 | Approval Rate | 9 | 9 | 9 | 3 | 3 | 9 | 42 | 1 | |

score 9 : sangat memenuhi kriteria ;

score 1: tidak memenuhi kriteria;

score 3 : ada kemungkinan memenuhi kriteria ;

Setelah dilakukan prioritas permasalahan, indikator masalah Approval Rate memiliki total score terbesar berdasarkan Project Criteria dibandingkan dengan indikator masalah lainnya.

VOC to CTQ

| Customer | (Voice of Customer) VOC | Critical to Quality (CTQ) | Base Line | Target |
|--------------|---|--|---|---|
| Cabang Praya | Approval Rate masih rendah (59.75%) sehingga berpengaruh pada target Booking cabang Praya di Desember-Februari belum mencapai target di angka 100%. | Jumlah order yang diproses menjadi booking wajib dilakukan sesuai dengan target Cabang. | Approval Rate di cabang Praya hanya mencapai 58.91% (Februari 2022) | Approval Rate mencapai target di angka 68.08% (April 2022) |
| Dealer Praya | Pada Desember-Februari, rasio order approved terhadap rejected (Approval Rate) dari keselurahan order yang diberikan dealer terus mengalami penurunan | Jumlah order yang diproses menjadi booking wajib dilakukan sesuai dengan target per Dealer. | Approval Rate di cabang Praya hanya mencapai 58.91% (Februari 2022) | Approval Rate mencapai target di angka 68.08% (April 2022) |



ANALISIS ORDER NEW CUSTOMER

Berdasarkan hasil verifikasi, *new customer* dibagi kedalam 5 golongan, yaitu NEW 1, 2, 3, 4, & 5.

Januari

| PRAYA | | TOTAL ORDER | | | | | | | |
|-------------|--------|-------------|---------|---------|-------|---------|--|--|--|
| Threshold 1 | 5% | 45% | 30% | | | | | | |
| Threshold 2 | 3% | 35% | 20% | | | | | | |
| Golongan | NEW 1 | NEW 2 | NEW 3 | NEW 4 | NEW 5 | TOTAL | | | |
| | 221 | 174 | 40 | 26 | 13 | 474 | | | |
| | 46.62% | 36.71% | 8.44% | 5.49% | 2.74% | 100.00% | | | |
| | | | ORDER A | PPROVED | | | | | |
| Threshold 1 | 98% | 92% | 70% | 35% | 15% | | | | |
| Threshold 2 | 92% | 88% | 60% | 40% | 25% | | | | |
| Golongan | NEW 1 | NEW 2 | NEW 3 | NEW 4 | NEW 5 | TOTAL | | | |
| | 192 | 77 | 10 | 0 | 0 | 279 | | | |
| | 86.88% | 44.25% | 25.00% | 0.00% | 0.00% | 58.86% | | | |

Februari

| PRAYA | TOTAL ORDER | | | | | | | |
|-------------|-------------|--------|---------|---------|-------|---------|--|--|
| Threshold 1 | 5% | 45% | 30% | | | | | |
| Threshold 2 | 3% | 35% | 20% | | | | | |
| Golongan | NEW 1 | NEW 2 | NEW 3 | NEW 4 | NEW 5 | TOTAL | | |
| | 173 | 168 | 43 | 28 | 14 | 426 | | |
| | 40.61% | 39.44% | 10.09% | 6.57% | 3.29% | 100.00% | | |
| | | | ORDER A | PPROVED | | | | |
| Threshold 1 | 98% | 92% | 70% | 30% | 10% | | | |
| Threshold 2 | 92% | 88% | 65% | 20% | 5% | | | |
| Golongan | NEW 1 | NEW 2 | NEW 3 | NEW 4 | NEW 5 | TOTAL | | |
| | 157 | 90 | 16 | 1 | 0 | 264 | | |
| | 90.75% | 53.57% | 37.21% | 3.57% | 0.00% | 61.97% | | |

- Terkait total order pada Januari-Februari, porsi order golongan NEW 2 hanya mencapai target threshold 2. Sementara itu, porsi order golongan NEW 3 belum dapat mencapai target. Salah satu faktor, belum tercapainya target di kedua golongan tersebut karena porsi order di golongan NEW 1 jauh melampaui target.
- Approval untuk golongan NEW 1, 2, & 3 masih belum mencapai target pada bulan Januari dan Februari.

ANALISIS ORDER RETURNING CUSTOMER

Berdasarkan hasil verifikasi, *returning customer* dibagi kedalam 4 golongan, yaitu RET 1, 2, 3, & 4.

Januari

| PRAYA | | TOTAL ORDER | | | | | | | |
|-------------|--------|-------------|------------|-------|---------|--|--|--|--|
| Threshold 1 | | | | | | | | | |
| Threshold 2 | | | | | | | | | |
| Golongan | RET 1 | RET 2 | RET 3 | RET 4 | TOTAL | | | | |
| | 32 | 48 | 29 | | 109 | | | | |
| | 29.36% | 44.04% | 26.61% | 0.00% | 100.00% | | | | |
| | | OF | DER APPROV | ED | | | | | |
| Threshold 1 | 98% | 95% | 85% | | | | | | |
| Threshold 2 | | | | | | | | | |
| Golongan | RET 1 | RET 2 | RET 3 | RET 4 | TOTAL | | | | |
| | 26 | 38 | 15 | 0 | 79 | | | | |
| | 81.25% | 79.17% | 51.72% | 0.00% | 72.48% | | | | |

Februari

| PRAYA | | TOTAL ORDER | | | | | | |
|-------------|--------|-------------|------------|-------|---------|--|--|--|
| Threshold 1 | | | | | | | | |
| Threshold 2 | | | | | | | | |
| Golongan | RET 1 | RET 2 | RET 3 | RET 4 | TOTAL | | | |
| | 25 | 28 | 36 | 1 | 90 | | | |
| | 27.78% | 31.11% | 40.00% | 1.11% | 100.00% | | | |
| | | OF | DER APPROV | ED | | | | |
| Threshold 1 | 98% | 95% | 85% | | | | | |
| Threshold 2 | | | | | | | | |
| Golongan | RET 1 | RET 2 | RET 3 | RET 4 | TOTAL | | | |
| | 19 | 24 | 17 | | 60 | | | |
| | 76.00% | 85.71% | 47.22% | 0.00% | 66.67% | | | |

• Approval untuk golongan RET 1, 2, & 3 masih belum mencapai target pada bulan Januari dan Februari.

REASON FOR ORDER REJECTION

Nustra

| Rejection Reason | Desember | Januari | Februari | Des-Feb |
|----------------------------------|----------|---------|----------|---------|
| KARAKTER CUSTOMER BURUK | 40.04% | 47.10% | 44.79% | 43.82% |
| KAPASITAS MINIM | 33.40% | 32.04% | 26.30% | 30.81% |
| ATAS NAMA (TIDAK ADA HUBUNGAN) | 22.46% | 16.56% | 20.38% | 19.87% |
| RO JELEK (SERING OVERDUE) | 3.52% | 3.87% | 6.87% | 4.65% |
| AUTOREJECT BY TELEANALYST | 0.59% | 0.00% | 0.95% | 0.50% |
| PIHAK EKSTERNAL | 0.00% | 0.43% | 0.71% | 0.36% |

Praya

| Rejection Reason | Desember | Januari | Februari | Des-Feb |
|----------------------------------|----------|---------|----------|---------|
| KARAKTER CUSTOMER BURUK | 42.62% | 56.31% | 45.79% | 47.89% |
| ATAS NAMA (TIDAK ADA HUBUNGAN) | 34.43% | 22.33% | 29.91% | 29.22% |
| KAPASITAS MINIM | 21.31% | 18.45% | 18.69% | 19.58% |
| RO JELEK (SERING OVERDUE) | 1.64% | 2.91% | 4.67% | 3.01% |
| AUTOREJECT BY TELEANALYST | 0.00% | 0.00% | 0.93% | 0.30% |

- Rejection reason terbesar di cabang Praya dan Nustra cenderung sama yaitu karakter customer buruk.
- Pada cabang Praya reason atas nama (tidak ada hubungan) memiliki persentase/porsi yang lebih besar dibandingkan kapasitas minim, sedangkan di Nustra berlaku sebaliknya.

ANALISIS ORDER REJECTION (PRAYA)

| Reject Reason | Desember | Januari | Februari | Des-Feb |
|---------------------------------|----------|---------|----------|---------|
| KARAKTER CUSTOMER BURUK | 42.62% | 56.31% | 45.79% | 47.89% |
| ATAS NAMA (TIDAK ADA HUBUNGAN) | 34.43% | 22.33% | 29.91% | 29.22% |
| KAPASITAS MINIM | 21.31% | 18.45% | 18.69% | 19.58% |
| RO JELEK (SERING OVERDUE) | 1.64% | 2.91% | 4.67% | 3.01% |
| AUTOREJECT BY TELEANALYST | 0.00% | 0.00% | 0.93% | 0.30% |

| GOLONGAN CUSTOMER | Total Persentase |
|-------------------|------------------|
| NEW 2 | 59.75% |
| NEW 3 | 26.42% |
| RET 3 | 9.43% |
| NEW 4 | 2.52% |
| NEW 1 | 1.26% |
| RET 2 | 0.63% |

| Pekerjaan | Total Persentase |
|------------------|------------------|
| BURUH/PRT | 32.85% |
| PEDAGANG | 27.01% |
| PEGAWAI SWASTA | 9.49% |
| PETANI | 6.57% |
| SOPIR | 5.11% |
| PETERNAK | 3.65% |
| JASA | 3.65% |
| PRODUKSI | 2.19% |
| PENGRAJIN TANGAN | 2.19% |
| IBU RUMAH TANGGA | 1.46% |
| HOTEL | 1.46% |
| NELAYAN | 0.73% |
| MAHASISWA | 0.73% |
| OJEK MOTOR | 0.73% |
| SEWA/RENT | 0.73% |
| HIBURAN | 0.73% |
| PEGAWAI NEGERI | 0.73% |

- Rejection reason terbesar di cabang Praya adalah Karakter Customer Buruk, dimana 86.17% dari order yang direject dengan reason ini adalah order-order dari golongan NEW 2 dan NEW 3.
- Dari order golongan NEW 2 dan NEW 3 ini, bidang pekerjaan yang paling banyak di reject dengan reason Karakter Customer Buruk adalah buruh, pedagang, pegawai swasta, petani, dan sopir.

REASON FOR ORDER CANCELLATION

Nustra

| Cancellation Reason | Desember | Januari | Februari | Des-Feb |
|-------------------------------|------------------|---------|----------------|---------|
| BY POLICY | 31.67% | 34.14% | 20.96% | 29.55% |
| CANCEL - DATA & DOK TDK VALID | 18.08% | 19.58% | 12.66% | 17.09% |
| BLACKLIST | 14 <u>.9</u> 3%_ | 11.27%_ | <u>24.</u> 24% | 16.24% |
| Batal - Belum Cukup DP | 6.97% | 6.93% | 10.04% | 7.81% |
| REJECT - TOLAKAN DEALER LAIN | 7.96% | 3.47% | 4.37% | 5.37% |
| CANCEL - SALAH DATA POOLING | 5.47% | 6.59% | 2.84% | 5.13% |
| Cancel Order (Release) | 0.50% | 4.16% | 7.21% | 3.66% |
| Batal - Unit Indent | 3.48% | 3.12% | 2.84% | 3.17% |
| Batal - Pasangan Tidak Setuju | 1.66% | 3.81% | 4.15% | 3.11% |
| CANCEL - BELI CASH | 3.15% | 0.87% | 3.06% | 2.32% |
| Batal - Salah Data Pooling | 1.66% | 2.60% | 2.40% | 2.20% |
| CANCEL - SOURCE ORDER B2B | 0.50% | 2.08% | 2.62% | 1.65% |
| CANCEL - TIDAK PUNYA DOKUMEN | 1.16% | 0.52% | 1.09% | 0.92% |
| CANCEL-SALAH DATA POOLING B2B | 1.49% | 0.00% | 0.00% | 0.55% |
| Batal - Ganti Pemohon | 0.33% | 0.52% | 0.66% | 0.49% |
| CANCEL - GANTI UNIT | 0.66% | 0.17% | 0.44% | 0.43% |
| CANCEL - PINDAH FINCOY | 0.33% | 0.17% | 0.44% | 0.31% |

Praya

| Cancellation Reason | Desember | Januari | Februari | Des-Feb |
|-------------------------------|----------|---------|----------|---------|
| BY POLICY | 38.83% | 34.48% | 24.55% | 32.52% |
| CANCEL - DATA & DOK TDK VALID | 16.50% | 31.03% | 10.00% | 19.45% |
| BLACKLIST | 4.85% | 6.03% | 21.82% | 10.94% |
| REJECT - TOLAKAN DEALER LAIN | 18.45% | 4.31% | 6.36% | 9.42% |
| Batal - Belum Cukup DP | 6.80% | 5.17% | 13.64% | 8.51% |
| Cancel Order (Release) | 0.97% | 3.45% | 10.00% | 4.86% |
| Batal - Pasangan Tidak Setuju | 1.94% | 5.17% | 3.64% | 3.65% |
| CANCEL - BELI CASH | 3.88% | 0.86% | 2.73% | 2.43% |
| Batal - Salah Data Pooling | 0.97% | 1.72% | 2.73% | 1.82% |
| CANCEL - SALAH DATA POOLING | 0.00% | 3.45% | 1.82% | 1.82% |
| Batal - Unit Indent | 2.91% | 0.86% | 0.91% | 1.52% |
| CANCEL - SOURCE ORDER B2B | 0.97% | 2.59% | 0.00% | 1.22% |
| Batal - Ganti Pemohon | 0.00% | 0.86% | 0.91% | 0.61% |
| CANCEL - TIDAK PUNYA DOKUMEN | 1.94% | 0.00% | 0.00% | 0.61% |
| CANCEL - PINDAH FINCOY | 0.97% | 0.00% | 0.91% | 0.61% |

Cancellation reason cabang Praya cenderung sama terhadap Nustra, dimana reason by policy, data & dokumen tidak valid, dan blacklist memiliki persentase terbesar.

ANALISIS ORDER CANCELLATION (PRAYA)

| Cancellation Reason | Desember | Januari | Februari | Des-Feb |
|-------------------------------|------------------|-----------------|----------|---------|
| BY POLICY | 38 <u>.8</u> 3%_ | 3 <u>4.48</u> % | 24.55% | 32.52% |
| CANCEL - DATA & DOK TDK VALID | 16.50% | 31.03% | 10.00% | 19.45% |
| BLACKLIST | 4.85% | 6.03% | 21.82% | 10.94% |
| REJECT - TOLAKAN DEALER LAIN | 18.45% | 4.31% | 6.36% | 9.42% |
| Batal - Belum Cukup DP | 6.80% | 5.17% | 13.64% | 8.51% |
| Cancel Order (Release) | 0.97% | 3.45% | 10.00% | 4.86% |
| Batal - Pasangan Tidak Setuju | 1.94% | 5.17% | 3.64% | 3.65% |
| CANCEL - BELI CASH | 3.88% | 0.86% | 2.73% | 2.43% |
| Batal - Salah Data Pooling | 0.97% | 1.72% | 2.73% | 1.82% |
| CANCEL - SALAH DATA POOLING | 0.00% | 3.45% | 1.82% | 1.82% |
| Batal - Unit Indent | 2.91% | 0.86% | 0.91% | 1.52% |
| CANCEL - SOURCE ORDER B2B | 0.97% | 2.59% | 0.00% | 1.22% |
| Batal - Ganti Pemohon | 0.00% | 0.86% | 0.91% | 0.61% |
| CANCEL - TIDAK PUNYA DOKUMEN | 1.94% | 0.00% | 0.00% | 0.61% |
| CANCEL - PINDAH FINCOY | 0.97% | 0.00% | 0.91% | 0.61% |

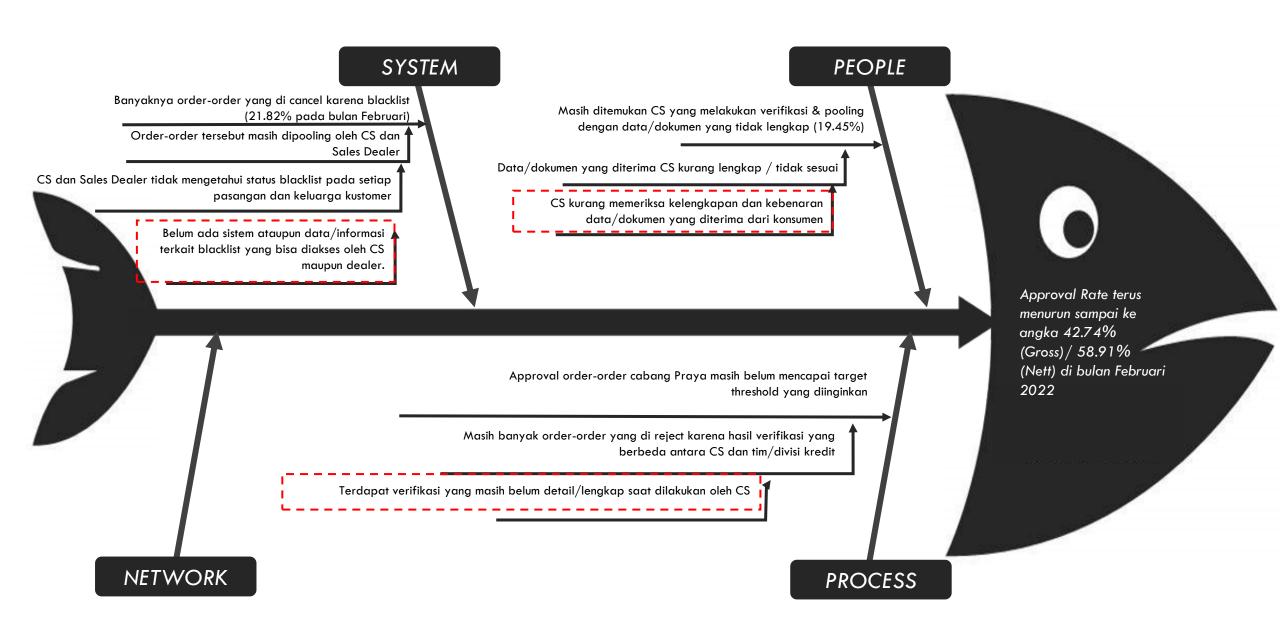
| Golongan Customer | Total Persentase |
|-------------------|------------------|
| NEW 1 | 50.79% |
| NEW 2 | 26.98% |
| RET 1 | 11.11% |
| RET 2 | 6.35% |
| RET 3 | 4.76% |

| ▼ | | | | | | |
|-----------------------|------------------|--|--|--|--|--|
| Pekerjaan | Total Persentase | | | | | |
| BURUH/PRT | 28.33% | | | | | |
| PEDAGANG | 23.33% | | | | | |
| PETANI | 15.00% | | | | | |
| PEGAWAI SWASTA | 6.67% | | | | | |
| IBU RUMAH TANGGA | 5.00% | | | | | |
| JASA | 5.00% | | | | | |
| PETERNAK | 3.33% | | | | | |
| SOPIR | 1.67% | | | | | |
| DOKTER/BIDAN/MANTRI | 1.67% | | | | | |
| HOTEL | 1.67% | | | | | |
| PRODUKSI | 1.67% | | | | | |
| SEWA/RENT | 1.67% | | | | | |
| PERANGKAT DESA | 1.67% | | | | | |
| PENGRAJIN TANGAN | 1.67% | | | | | |
| PENDIDIKAN NON FORMAL | 1.67% | | | | | |

- Cancel dengan reason By Policy tidak dapat diganggu gugat, maka cancellation reason yang akan diperbaiki pada proyek ini adalah Data & Dok Tidak Valid.
- Cancellation reason tersebut didominasi oleh order-order dari golongan NEW 1 dan NEW 2.



FISHBONE DIAGRAM



ROOT CAUSE ANALYSIS / ANALISIS PARETO

| No | Akar masalah | Marketing Manager | Marketing Officer | Branch Head | Credit Head | Total | Ranking prioritas |
|----|--|----------------------|----------------------|-------------|-------------|-------|----------------------|
| 1 | Belum ada sistem ataupun data/informasi terkait blacklist yang bisa diakses oleh CS maupun dealer | 3 | 3 | 9 | 9 | 24 | 3 |
| 2 | Terdapat verifikasi yang masih belum detail/lengkap saat dilakukan oleh CS | 9 | 9 | 9 | 9 | 36 | 1 |
| 3 | CS kurang memeriksa kelengkapan dan kebenaran data/dokumen yang diterima dari konsumen | 9 | 9 | 9 | 3 | 30 | 2 |
| | Total | 21 | 21 | 27 | 21 | | |

score 9 : sangat memenuhi kriteria; score 1 : tidak memenuhi kriteria;

score 3 : ada kemungkinan memenuhi kriteria;

Setelah dilakukan Root Cause Analysis, akar masalah terdapat verifikasi yang masih belum detail/lengkap saat dilakukan oleh CS memiliki total score terbesar berdasarkan Root Cause Analysis dibandingkan dengan akar masalah lainnya.



SOLUTION MATRIX

| | | | PROJECT CRITERIA | | | | | | | |
|----|--|--|----------------------|---|-----------------------|---------------------------|-----------------------|-------------------------|-------------|----------|
| | | | | HIGH IMPACT | | EASY TO FIX | | | | |
| No | Akar Masalah | lde Improvement | FINANCIAL BENEFIT | INTERNAL/ EXTERNAL CUSTOMER SATISFACTION | IMPROVE EFFICIENCY | PROBABILITY OF SUCCESS | PROJECT SIMPLICITY | COST FOR IMPLEMENTATION | SCORE TOTAL | PRIORITY |
| 1 | Belum ada sistem ataupun data/informasi terkait blacklist yang bisa diakses oleh CS maupun dealer | Menambahkan sistem baru di Assist untuk mendeteksi order-order blacklist agar tidak dapat dipooling oleh sales dealer | 3 | 9 | 9 | 3 | 1 | 3 | 28 | 3 |
| 2 | Terdapat verifikasi yang masih belum detail/lengkap saat dilakukan oleh CS | Mensosialisasikan standarisasi baru terkait verifikasi konsumen agar hasilnya lebih detail dan akurat | 9 | 9 | 9 | 9 | 9 | 9 | 54 | 1 |
| 3 | CS kurang memeriksa kelengkapan dan kebenaran data/dokumen yang diterima dari konsumen | Melakukan pertemuan bersama CS dan sales dealer untuk mensosialisasikan dan menyelaraskan ketentuan data dan dokumen yang harus didapatkan dari konsumen | | 9 | 9 | 9 | 9 | 9 | 48 | 2 |

score 9 : sangat memenuhi kriteria ;

score 1: tidak memenuhi kriteria;

score 3 : ada kemungkinan memenuhi kriteria ;

Setelah dilakukan Solution Matrix, ide improvement "mensosialisasikan standarisasi baru terkait verifikasi konsumen agar hasilnya lebih detail dan akurat" memiliki total score terbesar.

KPI CABANG PRAYA (SETELAH PROYEK)

| Parioda Ordan | | Booking | | | | Approval Rate | | | |
|---------------|---------------|---------|--------|--------|---------------|----------------|--------|--------|--------|
| Periode | Periode Order | Actual | Target | Ach | Actual | Target | Ach | Gross | Nett |
| Desember | 777 | 317 | 508 | 62.40% | 5,722,418,495 | 9,097,874,105 | 62.90% | 45.17% | 60.31% |
| Januari | 813 | 367 | 478 | 76.57% | 6,668,648,607 | 8,487,979,362 | 78.91% | 44.03% | 59.97% |
| Februari | 758 | 302 | 429 | 70.40% | 5,761,432,365 | 7,617,872,691 | 75.63% | 42.74% | 58.91% |
| Maret | 970 | 372 | 536 | 69.40% | 7,287,563,628 | 9,517,901,544 | 76.57% | 46.80% | 67.96% |
| April | 1209 | 477 | 614 | 77.69% | 9,204,711,857 | 10,902,969,306 | 84.42% | 43.74% | 67.03% |

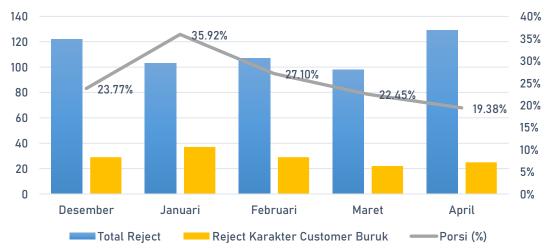
Pada bulan Maret-April, terdapat peningkatan Approval Rate (Nett) dari bulan-bulan sebelum berjalannya proyek ini. Kenaikan approval rate ini selaras dengan kenaikan achievement Booking dan Amount Finance pada bulan closing terakhir (April).

PERBAIKAN REJECT KARAKTER CUSTOMER BURUK

GOLONGAN NEW 2

| | Desember | Januari | Februari | Maret | April |
|-----------------|----------|---------|----------|--------|--------|
| Total Reject | 122 | 103 | 107 | 98 | 129 |
| Reject Karakter | 29 | 37 | 29 | 22 | 25 |
| Customer Buruk | 27 | 37 | 27 | 22 | 25 |
| Porsi (%) | 23.77% | 35.92% | 27.10% | 22.45% | 19.38% |

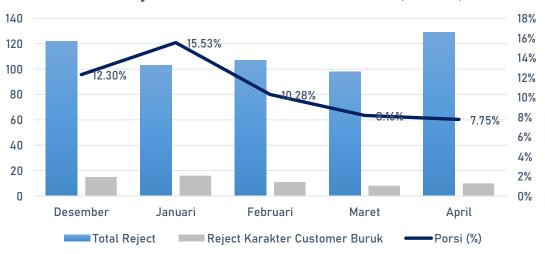
Tren Reject Karakter Customer Buruk (NEW 2)



GOLONGAN NEW 3

| | Desember | Januari | Februari | Maret | April |
|-----------------------------------|----------|---------|----------|-------|-------|
| Total Reject | 122 | 103 | 107 | 98 | 129 |
| Reject Karakter Customer Buruk | 15 | 16 | 11 | 8 | 10 |
| Porsi (%) | 12.30% | 15.53% | 10.28% | 8.16% | 7.75% |

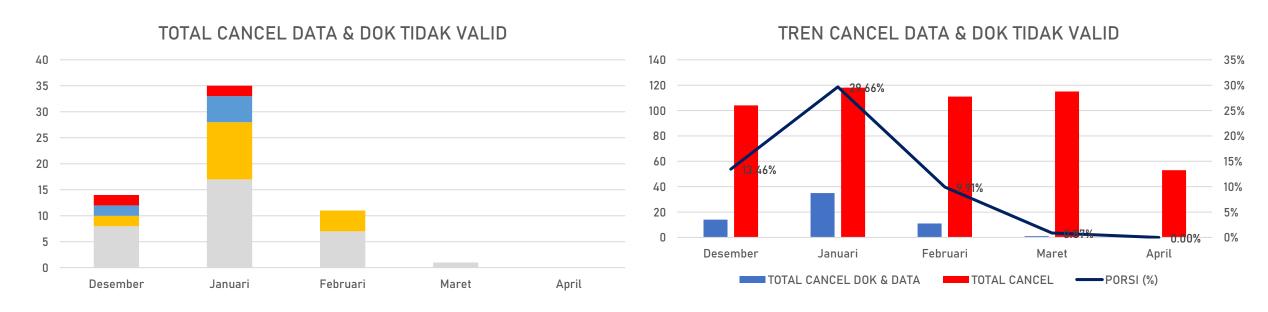
Tren Reject Karakter Customer Buruk (NEW 3)



Porsi/persentase order reject dengan reason Karakter Customer Buruk untuk golongan NEW 2 dan NEW 3 semakin berkurang setelah proyek ini berjalan (Maret-April).

PERBAIKAN CANCEL DATA & DOK TIDAK VALID

| | Desember | Januari | Februari | Maret | April |
|-------------------------------------|----------|---------|----------|-------|-------|
| NEW 1 | 8 | 17 | 7 | 1 | - |
| NEW 2 | 2 | 11 | 4 | - | - |
| RET 1 | 2 | 5 | - | - | - |
| RET 2 | 2 | 2 | - | - | - |
| TOTAL CANCEL DATA & DOK TIDAK VAILD | 14 | 35 | 11 | 1 | 0 |
| TOTAL CANCEL | 104 | 118 | 111 | 115 | 53 |
| PORSI (%) | 13.46% | 29.66% | 9.91% | 0.87% | 0.00% |

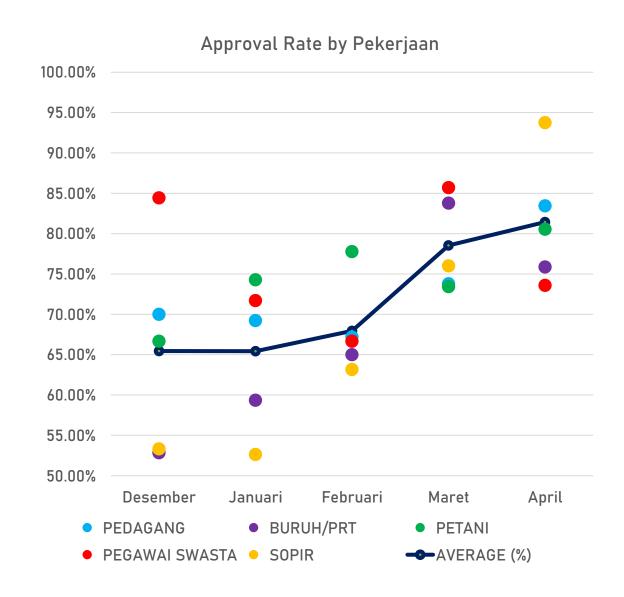


Porsi/persentase order yang dicancel dengan reason Data & Dok Tidak Valid semakin mengecil, bahkan hampir tidak ada sama sekali setelah dijalankannya proyek ini.

PERBAIKAN APPROVAL RATE PADA BIDANG PEKERJAAN DENGAN ORDER TERBANYAK

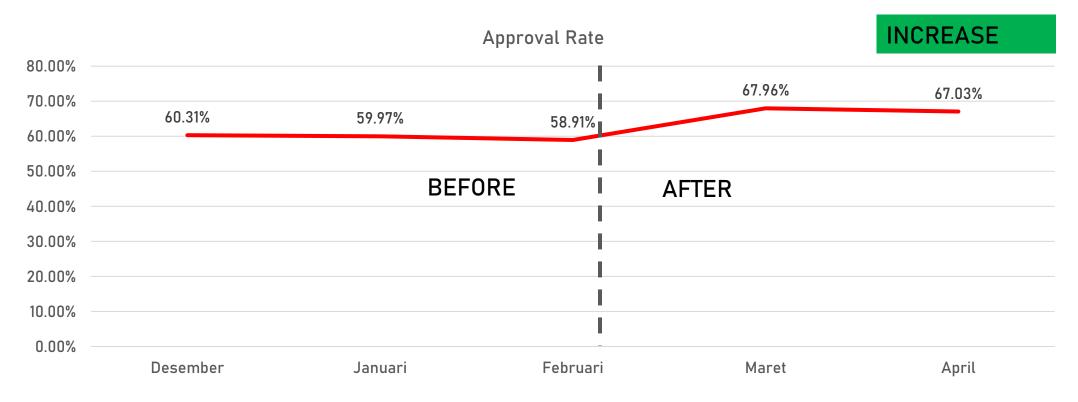
| Pekerjaan | Desember | Januari | Februari | Maret | April |
|----------------|----------|---------|----------|--------|--------|
| PEDAGANG | 70.00% | 69.23% | 67.19% | 73.79% | 83.45% |
| BURUH/PRT | 52.85% | 59.35% | 65.00% | 83.78% | 75.86% |
| PETANI | 66.67% | 74.29% | 77.78% | 73.44% | 80.56% |
| PEGAWAI SWASTA | 84.44% | 71.70% | 66.67% | 85.71% | 73.58% |
| SOPIR | 53.33% | 52.63% | 63.16% | 76.00% | 93.75% |
| AVERAGE (%) | 65.46% | 65.44% | 67.96% | 78.55% | 81.44% |

Berdasarkan 5 pekerjaan dengan porsi order terbanyak, dapat dilihat bahwa approval rate kelima pekerjaan ini semakin membaik pada bulan Maret-April dibandingkan dengan periode Desember-Februari.



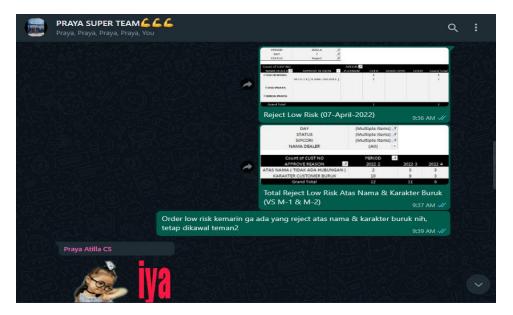


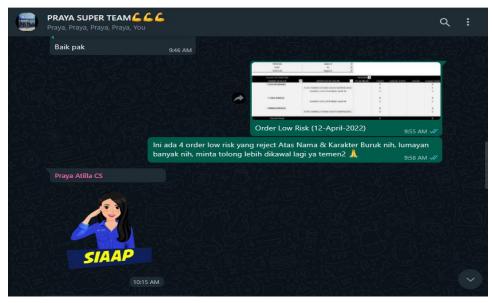
PROJECT SUMMARY

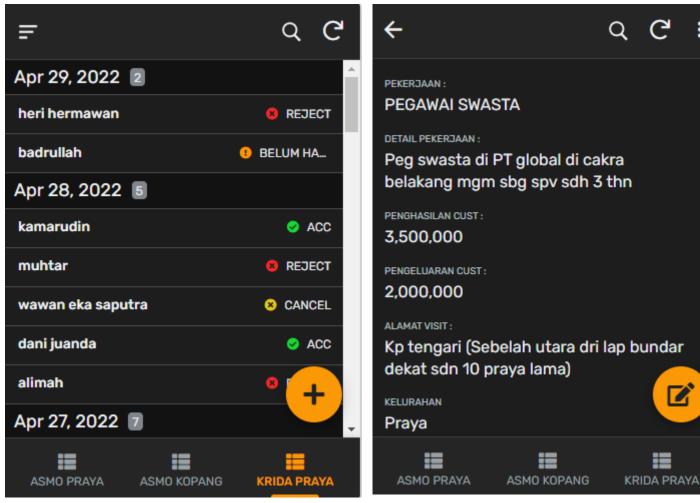


| Doriodo | Approval Rate | | Toward (Nott) | A ob | Crowth VC Fob |
|----------|---------------|--------|---------------|--------|---------------|
| Periode | Gross | Nett | Target (Nett) | Ach | Growth VS Feb |
| Desember | 45.17% | 60.31% | | 88.59% | |
| Januari | 44.03% | 59.97% | | 88.09% | |
| Februari | 42.74% | 58.91% | 68.08% | 86.53% | 8.12% |
| Maret | 46.80% | 67.96% | <u> </u> | 99.82% | |
| April | 43.74% | 67.03% | | 98.46% | |

DAILY CONTROL PROJECT







- Follow up order-order reject Karakter Customer Buruk dan cancel Data & Dok Tidak Valid (Daily & Weekly)
- Monitor status order realtime melalui aplikasi dan sistem

BENEFIT / NETT QUALITY IMPACT

| TIPE BENEFIT | DETAIL BENEFIT |
|-----------------------------------|--|
| AMOUNT FINANCE IMPROVEMENT | Per closing April, terdapat kenaikan amount finance dan kenaikan achievement booking. Hal ini selaras dengan kenaikan approval rate sebesar 8-9% pada bulan Maret-April. |
| COST SAVING BENEFIT | Pengurangan biaya verifikasi dikarenakan telah dilakukan pooling yang detail dan akurat di awal. |
| PROCESS IMPROVEMENT | Proses verifikasi tim kredit menjadi lebih cepat karena verifikasi CS di awal lebih dapat dipercaya akurasinya. |
| DELIVERY / CUSTOMER SATISFICATION | Dengan pooling awal oleh CS yang lebih baik dan lengkap, maka konsumen mendapatkan pemberian golongan dan proses approval yang lebih cepat dan akurat |
| DEALER SATISFICATION | Dengan target approval rate yang akan lebih besar di Mei (68,08%), diharapkan trust dealer makin meningkat |

