

UNIVERSITI TEKNOLOGI MARA

**SERVICE PROCESS IMPROVEMENT FOR
REDUCING CUSTOMER WAITING TIME AT
CIMB BANK BERHAD GUAR CHEMPEDAK
BRANCH KEDAH**

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AUTHOR'S DECLARATION

We declare that the work in this dissertation was carried out accordance with regulation of Universiti Teknologi MARA. It is original and is results on my own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

We, hereby, acknowledge that we have been supplied with Academic Rules and Regulation for Post Graduate, Universiti Teknologi MARA, regulating the conducting of our study and research.

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ABSTRACT

Service organizations need to be able to manage their customer waiting times to be within expectations. CIMB has set a maximum waiting time of 20 minutes. However, there are challenges to stay within this target. Customer waiting times is one of the Key Performance Indicator (KPI) for CIMB Bank Berhad. Thus, this study aims to identify the root causes of the failure to meet standard waiting times at the service counter of the CIMB Bank Guar Chempedak Branch Kedah. Service process improvement is one of the key strategies that will be used to enhance service counter operations with more effectiveness and efficiency in order to remain competitive in the market. The study was conducted at CIMB Bank Berhad Guar Chempedak Branch, Kedah uses a SWOT (Strength, Weaknesses, Opportunities and Threat) methodology to visualize the CIMB Bank's overall situation and to determine a set of strategic actions to match with internal strengths, correct critical weaknesses and defend against external threats to the company's objectives. We employed the Ishikawa methodology to identify the potential factors causing the negative effects. Then, we used the process map methodology to represent the time dimension as well as the interaction among the various actors involved in the service process. Our reach is limited to one CIMB branch. Any success that can be demonstrated at this one branch can be an example for proliferation. This study will conclude with recommendations for improvement that can be implemented without any change in Standard Operating Procedures (SOP) or any major capital expenditure. The implication of this strategy is that any such recommendations can be easily implemented without the need of any tedious organizational management review.

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