



INTISARI

Munculnya pandemi Covid-19 di Indonesia menimbulkan gangguan aktivitas di berbagai sektor bisnis, salah satunya aktivitas rantai pasok. Gangguan yang terjadi pada aktivitas rantai pasok biasanya akan menimbulkan berbagai risiko di sepanjang prosesnya. PT XYZ merupakan salah satu perusahaan dengan bisnis inti memproduksi sarung. Upaya untuk mengantisipasi dampak pandemi Covid-19 pada aktivitas rantai pasok ini dapat dilakukan dengan menganalisis risiko rantai pasok di PT XYZ. Penelitian ini bertujuan untuk menganalisis risiko rantai pasok yang dilakukan dengan cara mengidentifikasi proses bisnis rantai pasok, kejadian risiko, dan penyebab risiko dalam aktivitas rantai pasok di PT XYZ selama pandemi Covid-19, serta menyusun mitigasi risiko rantai pasok yang harus dilakukan oleh perusahaan. Analisis risiko dilakukan menggunakan model *house of risk* (HOR). Model ini terdiri atas 2 fase, yaitu *house of risk* fase 1 (HOR 1) dan *house of risk* fase 2 (HOR 2).

Identifikasi proses bisnis rantai pasok di PT XYZ dilakukan menggunakan model SCOR (*supply chain operations reference*) version 12.0 dengan 6 proses inti, yaitu *plan*, *source*, *make*, *deliver*, *return*, dan *enable*. Berdasarkan hasil penelitian pada HOR 1, diperoleh kejadian risiko dalam aktivitas rantai pasok di PT XYZ selama pandemi Covid-19 dengan kategori risiko tinggi pada setiap tingkatannya sebagian besar adalah kesalahan dalam meramalkan permintaan, kenaikan harga bahan baku dan barang jadi, ketidaksesuaian barang yang dikirim dengan jumlah pesanan, serta keterlambatan proses pengiriman barang. Kemudian, penyebab risiko dalam aktivitas rantai pasok di PT XYZ selama pandemi Covid-19 yang telah teridentifikasi dan menjadi prioritas untuk dimitigasi pada setiap tingkatannya sebagian besar adalah penurunan permintaan konsumen yang signifikan, kebijakan pihak ekspedisi, stok bahan baku dan barang jadi habis, serta adanya kelalaian dari setiap pihak yang terlibat dalam aktivitas rantai pasok. Hasil penelitian pada HOR 2, diperoleh usulan mitigasi risiko yang harus dilakukan untuk meminimalkan risiko dalam aktivitas rantai pasok di PT XYZ selama pandemi Covid-19 pada setiap tingkatannya sebagian besar adalah membuat inovasi produk, menjaga stabilitas permintaan konsumen, memberikan informasi perpanjangan waktu pengiriman kepada konsumen, merencanakan *safety stock*, menjalin kerja sama atau kolaborasi, dan membuat SOP (*standard operating procedure*) secara jelas.

Kata Kunci: Risiko Rantai Pasok, House of Risk (HOR), Pandemi Covid-19.



ABSTRACT

The emergence of the Covid-19 pandemic in Indonesia has disrupted activities in various business sectors, one of which is supply chain activities. Disturbances that occur in supply chain activities will usually cause various risks along the process. PT XYZ is one of the companies with a core business of producing sarongs. Efforts to anticipate the impact of the Covid-19 pandemic on supply chain activities can be done by analyzing supply chain risks in the company. This study aims to analyze supply chain risk by identifying supply chain business processes, risk events, and risk agents in supply chain activities at PT XYZ during the Covid-19 pandemic, as well as compiling supply chain risk mitigation that must be carried out by the company. Risk analysis was carried out using the house of risk (HOR) model. This model consists of 2 phases, namely house of risk phase 1 (HOR 1) and house of risk phase 2 (HOR 2).

Identification of supply chain business processes at PT XYZ is carried out using the SCOR model (supply chain operations reference) version 12.0 with 6 core processes, namely plan, source, make, deliver, return, and enable. Based on the results of the research on HOR 1, it was found that risk events in supply chain activities at PT XYZ during the Covid-19 pandemic with high risk categories at each level were mostly errors in forecasting demand, rising prices of raw and finished goods, mismatch of goods shipped with the amount orders, and delays in the delivery of goods. Then, the causes of risk in supply chain activities at PT XYZ during the Covid-19 pandemic that have been carried out and become a priority to be mitigated at every level are mostly a significant decline in consumer demand, policies of the expedition, stocks of raw materials and finished goods running out, and the existence of negligence of any part involved in supply chain activities. The results of the research on HOR 2, obtained risk mitigation proposals that must be carried out to minimize risks in supply chain activities at PT XYZ during the Covid-19 pandemic at every level, most of which are making product innovations, maintaining stability of consumer demand, providing information on extending delivery times to consumers, planning safety stock, establishing cooperation or collaboration, and making clear SOPs (standard operating procedure).

Keywords: Supply Chain Risk, House of Risk (HOR), Covid-19 Pandemic.