

ABSTRAK

PENENTUAN PRIORITAS PERBAIKAN KINERJA RANTAI PASOK PADA PT RASA JIWA INDONESIA DENGAN METODE SCOR DAN AHP

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PT Rasa Jiwa Indonesia (PT RAJIN) merupakan perusahaan yang bergerak di industri makanan dengan proses bisnisnya yaitu memproduksi dan menyuplai bahan baku ke seluruh outlet dengan sistem kemitraan (*franchise*). Namun, kinerja proses operasional perusahaan ini masih belum sesuai dengan target sehingga *target performance* perusahaan masih ada yang belum tercapai. Hal ini dapat terjadi karena pengukuran kinerja rantai pasok pada PT RAJIN yang belum diukur dengan baik. Oleh karena itu, penelitian ini dilakukan dengan tujuan mengevaluasi kinerja manajemen rantai pasok pada PT RAJIN dan mengidentifikasi kriteria yang diprioritaskan untuk memperbaiki kinerja rantai pasok PT RAJIN. Metode penelitian yang digunakan yaitu metode *Supply Chain Operation Reference* (SCOR) dan *Analytical Hierarchy Process* (AHP). Penentuan kriteria pada penelitian ini didasarkan pada model SCOR dan pembobotan kriteria diperoleh dari responden yang merupakan *keyperson* berkualitas dan memahami proses bisnis secara keseluruhan. Proses pengolahan data untuk menyelesaikan metode AHP dibantu dengan alat bantu *Microsoft Excel* dan *Super Decision 2.10.0*. Hasil penelitian ini diperoleh 32 KPI yang terdiri atas 5 KPI dari kriteria proses *plan*, 7 KPI dari kriteria proses *source*, 6 KPI dari kriteria proses *make*, 10 KPI dari kriteria proses *deliver*, dan 4 KPI dari kriteria proses *return*. Berdasarkan pengolahan data dengan metode SCOR diperoleh nilai kinerja rantai pasok PT RAJIN sebesar 53,44 dari 100. Nilai ini menunjukkan bahwa kinerja rantai pasok PT RAJIN masuk dalam kategori *Average*. Selain itu berdasarkan metode AHP diperoleh enam prioritas utama dalam melakukan perbaikan kinerja rantai pasok pada PT RAJIN yaitu Proses *plan* dengan KPI *forecast accuracy* sebesar 17,1%, Proses *make* dengan KPI *direct material costs* sebesar 7%, proses *plan* dengan KPI *establish production plans cycle* sebesar 6,4%, proses *plan* dengan KPI *cost to plan supply chain* sebesar 5,5%, proses *source* dengan KPI *% orders/lines received defect free* sebesar 5,1%, dan proses *make* dengan KPI *schedule achievement* sebesar 5,1%.

Kata Kunci : Kinerja Rantai Pasok, *Supply Chain Operation Reference* (SCOR), *Analytical Hierarchy Process* (AHP), *Super Decision 2.10.0*.

ABSTRACT

PRIORITY DETERMINATION OF SUPPLY CHAIN PERFORMANCE IMPROVEMENT AT PT RASA JIWA INDONESIA USING SCOR AND AHP METHODS

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PT Rasa Jiwa Indonesia (PT RAJIN) is a company in the food industry with a business process in producing and supplying raw materials to all outlets with a partnership system (franchise). However, the performance of the company's operational processes is still not in accordance with the target, so that the company's performance targets are still not achieved. This can happen because the measurement of supply chain performance at PT RAJIN has not been properly measured. Therefore, this research was conducted with the aim of evaluating the performance of supply chain management at PT RAJIN and identifying prioritized criteria to improve PT RAJIN's supply chain performance. The research methods used are Supply Chain Operation Reference (SCOR) and Analytical Hierarchy Process (AHP) methods. Determination of the criteria in this study is based on the SCOR model and the weighting of the criteria obtained from respondents who are quality keypersons and understand the business process as a whole. Data processing to complete the AHP method is assisted by Microsoft Excel and Super Decision 2.10.0 tools. The results of this study obtained 32 KPIs consisting of 5 KPIs for the plan process criteria, 7 KPIs for the source process criteria, 6 KPIs for the make process criteria, 10 KPIs for the deliver process criteria, and 4 KPIs for the return process criteria. Based on data processing using the SCOR method, PT RAJIN's supply chain performance value is 53.44 out of 100. This value indicates that PT RAJIN's supply chain performance is in the Average category. In addition, based on the AHP method, six main priorities were obtained in improving supply chain performance at PT RAJIN, the plan process in forecast accuracy KPI of 17.1%, the make process in direct material costs KPI of 7%, the plan process in establish production plans cycle KPI of 6.4%, the plan process in cost to plan supply chain KPI of 5.5%, the source process in % Orders/Lines Received Defect Free KPI of 5.1%, and the make process in schedule achievement KPI of 5.1 %.

Kata Kunci : Supply Chain Performance, Supply Chain Operation Reference (SCOR), Analytical Hierarchy Process (AHP), Super Decision 2.10.0.