

Intisari

PT Wijaya Karya Beton Tbk merupakan perusahaan yang bergerak dibidang *Engineering Production Instalation* (EPI) industri beton di Indonesia. Aktivitas utama perusahaan adalah produksi produk beton dan jasa instalasi pada proyek-proyek infrastruktur, gedung, dermaga dan lain sebagainya. Didalam melaksanakan aktivitas utama tentunya membutuhkan dukungan proses administrasi yang merupakan bagian tidak terpisahkan agar proses berjalan secara teratur, dapat dimonitor dan dievaluasi untuk peningkatan berkelanjutan. Proses produksi dan administrasi yang dilaksanakan harus dapat memenuhi *service level agreement* yang telah disepakati dengan pelanggan.

Bedasarkan observasi yang dilakukan, penulis menemukan tingkat keterlambatan penyerahan barang yang cukup tinggi yang berpotensi terhadap adanya denda keterlambatan dan menurunkan laba perusahaan. Terdapat beberapa kemungkinan penyebab atas keterlambatan ini, salah satunya adalah belum adanya *lead time* standar sebagai acuan *service level agreement* waktu penyerahan barang ke pelanggan.

Penelitian ini dilakukan untuk mengetahui dan menggambarkan bagaimana kondisi peta proses administrasi penjualan saat ini berdasarkan *value added*, *non value added* dan *necessary non value added*, mengetahui kondisi keseimbangan lintasan pada alur tahapan proses nya serta mengusulkan perbaikan proses administrasi penjualan yang memiliki *lead time* yang optimal berdasarkan *service level agreement* agar ketepatan waktu penyerahan barang dapat ditingkatkan.

Dengan pendekatan *Value Stream Mapping* (VSM), hasil yang didapatkan dari penelitian adalah alur tahapan proses administrasi penjualan memiliki *lead time* total 38hr 6,5jam dan keseimbangan lintasan 51,1%, selanjutnya dengan alat bantu *kaizen blitz* mengidentifikasi dua kategori *waste* yaitu *inappropriate process* dan *waiting*. Berdasarkan usulan eliminasi *waste* dan perbaikan proses didapatkan penurunan *lead time* alur proses administrasi penjualan menjadi 28hr 7,5jam (penurunan 22,5%) dan keseimbangan lintasan mengalami peningkatan menjadi 55%.

Kata kunci : *service level agreement*, *lead time*, *value stream mapping*, *waste*, *kaizen blitz*, keseimbangan lintasan

Abstract

PT Wijaya Karya Beton Tbk is a company engaged in Engineering Production Instalation (EPI) concrete industry in Indonesia. The company's main activity is the production of concrete products and installation services on infrastructure projects, buildings, docks and so on. In carrying out the main activities, of course, requires the support of administrative processes which are an integral part so that the process runs regularly, can be monitored and evaluated for continuous improvement. The production and administrative processes carried out must be able to meet the service level agreement that has been agreed with the customer.

Based on the observations, the author found a fairly high level of delay in the delivery of goods which has the potential to cause late fines and reduce company profits. There are several possible causes of this delay, one of which is the absence of a standard lead time as a reference for the service level agreement when delivering goods to customers.

This research was conducted to find out and describe how the current condition of the sales administration process map based on value added, non value added and necessary non value added, find out the condition of the balance of trajectories in the flow of process stages and propose improvements to the sales administration process that has optimal lead times based on service level agreements so that the timeliness of delivery of goods can be improved.

With the Value Stream Mapping (VSM) approach, the results obtained from the research are that the flow of sales administration process stages has a total lead time of 38days 6.5hours and a line balance of 51.1%, then with the kaizen blitz tool identify two categories of waste, namely inappropriate process and waiting. Based on the proposal of waste elimination and process improvement, there was a decrease in the lead time of the sales administration process flow to 28days 7.5hours (a decrease of 22.5%) and the line balance increased to 55%.

Keywords : service level agreement, lead time, value stream mapping, waste, kaizen blitz, line balance