

## Intisari

PT Subur Mulya Sejahtera merupakan salah satu perusahaan yang bergerak pada bidang distribusi *frozen food* di Yogyakarta yang dalam operasionalnya menerapkan manajemen rantai pasok *frozen food* dari hulu ke hilir. Terdapat beberapa permasalahan dalam penerapan pengelolaan rantai pasok tersebut antara lain keterlambatan pengiriman produk, kekurangan ketersediaan stok, dan pembayaran yang macet. Penelitian ini bertujuan mengidentifikasi kejadian risiko dan agen risiko pada aktivitas rantai pasok *frozen food* dan menyusun strategi mitigasi risiko untuk pengelolaan risiko pada setiap mata rantai *frozen food* di PT Subur Mulya Sejahtera. Metode yang digunakan pada penelitian ini adalah *House of Risk* (HOR) yang terdiri dari dua fase yaitu HOR fase 1 dan HOR fase 2. HOR fase 1 digunakan untuk mengidentifikasi kejadian risiko dan agen risiko pada rantai pasok. HOR fase 2 digunakan untuk menyusun strategi mitigasi risiko rantai pasok. Hasil analisis HOR fase 1 menunjukkan bahwa terdapat 27 kejadian risiko dan 29 agen risiko dengan 4 agen risiko prioritas untuk penyusunan strategi mitigasi risiko. Agen risiko prioritas tersebut antara lain melonjaknya permintaan konsumen, kelalaian karyawan, keterlambatan pembayaran, dan tidak adanya pencatatan terkait persediaan. Hasil analisis HOR fase 2 diperoleh 5 strategi mitigasi risiko untuk PT Subur Mulya Sejahtera. Strategi tersebut yaitu membuat program pelatihan karyawan dan menyediakan pengawas untuk mengatasi kelalaian karyawan, membuat analisis pola penjualan dan menerapkan sistem *safety stock* untuk mengatasi fluktuasi permintaan konsumen, serta membuat kontrak tertulis antara distributor dan konsumen untuk mengatasi pembayaran yang macet.

**Kata kunci:** *frozen food*, *House of Risk*, rantai pasok, risiko

## ***Abstract***

*PT Subur Mulya Sejahtera, one of frozen food distributors in Yogyakarta, employs a comprehensive supply chain management approach encompassing all stages from upstream to downstream. Nevertheless, the business encounters substantial obstacles, such as delays in product delivery, shortage in stock, and delays in payment. The objective of this study is to identify possible hazards and their underlying reasons in the operations of the frozen food supply chain. Additionally, the study intends to devise solutions to minimize these risks, thereby ensuring efficient risk management at every stage. The study employs the House of Risk (HOR) methodology, which comprises of two distinct phases: The primary objective of phase 1 in the HOR (Hazard and Operability Review) process is to identify the specific instances of risk and the factors contributing to them. In contrast, Phase 2 is primarily concerned with developing and executing plans to minimize or eliminate these risks. The first phase of the HOR project identified a total of 27 risk occurrences and 29 risk agents. Out of these, 4 were selected as the highest priority for mitigation. Key risk agents were increasing consumer demand, employee negligence, late payments, and the lack of inventory-related documentations. Based on the HOR phase 2, PT Subur Mulya Sejahtera identified five essential methods to mitigate risks. These include developing employee training programs, assigning supervisors to address employee negligence, analyzing sales patterns, and implementing a safety stock system to manage demand fluctuations. It is recommended to establish formal contracts between distributors and consumers in order to address payment concerns. PT Subur Mulya Sejahtera can enhance its supply chain resilience by adopting these strategies, leading to increased reliability and efficiency in its operations. This study offers significant insights for similar organizations encountering similar issues in the frozen food market.*

**Keywords:** *frozen food, house of risk, risk, supply chain.*