



## ABSTRAK

Persaingan global di era digitalisasi menuntut perusahaan untuk meningkatkan efisiensi operasional guna mempertahankan daya saing, terutama di industri *Fast-Moving Consumer Goods* (FMCG) yang sangat sensitif terhadap harga. Penelitian ini dilakukan pada PT PZI Indonesia, yang menghadapi tantangan dalam proses *repacking* produk *multipack*, *gift box*, dan *banded*. Aktivitas *repacking* yang dilakukan oleh pihak ketiga menghasilkan tambahan biaya sebesar Rp 5 miliar pada tahun 2023 serta pemborosan berupa *overprocessing waste* dan *transportation waste*. Dengan kontrak pihak ketiga yang akan berakhir pada tahun 2025, perusahaan perlu mempertimbangkan strategi alternatif, seperti *in-house* atau *semi-outsource*, untuk mengoptimalkan biaya operasional dan mendukung daya saing produk.

Penelitian ini bertujuan mengidentifikasi kriteria prioritas yang menjadi dasar pengambilan keputusan manajemen PT PZI dalam menentukan strategi *sourcing* untuk aktivitas *Value Added Services* (VAS). Metode *Analytical Hierarchy Process* (AHP) digunakan untuk menentukan bobot kriteria dan subkriteria, sedangkan *Technique for Order of Preference by Similarity to Ideal Solution* (TOPSIS) digunakan untuk mengevaluasi dan menentukan alternatif terbaik. Berdasarkan hasil analisis, *outsourcing* tetap menjadi skema terbaik untuk aktivitas VAS, meskipun *in-house* dan *semi-outsource* awalnya dianggap dapat memberikan penghematan biaya. Strategi *outsourcing* memberikan fleksibilitas lebih tinggi, mengurangi risiko operasional, dan memungkinkan perusahaan fokus pada kegiatan inti.



**Penentuan Strategi Make or Buy pada proses Value Added Activity di PT PZI Indonesia**  
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## ***ABSTRACT***

*Global competition in the digitalization era compels companies to enhance operational efficiency to maintain their competitiveness, especially in the price-sensitive Fast-Moving Consumer Goods (FMCG) industry. This study focuses on PT PZI Indonesia, which faces challenges in repacking multipack, gift box, and banded products. Repacking activities, currently outsourced to a third party, incurred additional costs of IDR 5 billion in 2023 and resulted in inefficiencies such as overprocessing waste and transportation waste. With the third-party contract set to expire in 2025, the company must evaluate alternative strategies, such as in-house or semi-outsourcing, to optimize operational costs and support product competitiveness.*

*This research aims to identify the priority criteria underlying PT PZI's management decision-making process for sourcing strategies in Value Added Services (VAS). The Analytical Hierarchy Process (AHP) method was utilized to determine the weights of criteria and sub-criteria, while the Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS) was applied to evaluate and select the optimal alternative. The analysis concluded that outsourcing remains the most suitable strategy for VAS activities, despite initial assumptions that in-house or semi-outsourcing approaches could achieve cost savings. Outsourcing offers higher flexibility, reduces operational risks, and allows the company to focus on its core activities.*

**Key Word :** *Operational efficiency, make-or-buy, AHP, TOPSIS, outsourcing.*