ABSTRAK

Industri briket arang kelapa di Indonesia memiliki potensi besar dalam mendukung ekspor energi alternatif yang ramah lingkungan. PT. Makmur Raya Sejati sebagai salah satu produsen briket arang ekspor menghadapi berbagai risiko dalam aktivitas rantai pasoknya, seperti ketidakstabilan pasokan bahan baku, gangguan operasional, dan tantangan logistik. Penelitian ini bertujuan untuk mengidentifikasi kejadian risiko dan sumber risiko dalam rantai pasok perusahaan, serta merancang strategi mitigasi yang tepat guna meningkatkan efisiensi dan keberlangsungan bisnis.

Metode penelitian yang digunakan adalah gabungan pendekatan kualitatif dan kuantitatif dengan desain deskriptif. Data dikumpulkan melalui observasi, wawancara semi-terstruktur, dan kuesioner kepada pihak internal perusahaan. Proses analisis dilakukan dengan pendekatan *Supply Chain Operations Reference* (SCOR) versi 11.0 untuk pemetaan aktivitas, serta metode *House of Risk* (HOR) tahap 1 dan 2 untuk identifikasi risiko dan rancangan usulan mitigasi.

Hasil penelitian menunjukkan terdapat 41 kejadian risiko dan 29 sumber risiko, dengan 15 sumber risiko prioritas utama yang diidentifikasi berdasarkan nilai *Aggregate Risk Potential* (ARP). Strategi mitigasi kemudian dirumuskan dengan mempertimbangkan efektivitas dan tingkat kesulitan implementasi. Terdapat 18 rancangan usulan strategi tindakan mitigasi risiko yang direkomendasikan dengan empat usulan mitigasi prioritas yang dipilih yaitu, melakukan evaluasi serta memberikan pengarahan sebelum memulai pekerjaan, mengembangkan kemitraan strategis dengan pemasok untuk menjaga stabilitas dan kualitas pasokan bahan baku, menyusun jadwal pemeliharaan rutin mesin dan peralatan produksi dan melakukan evaluasi dan audit berkala terhadap kinerja pemasok. Hasil ini diharapkan dapat menjadi referensi bagi perusahaan dalam membangun rantai pasok yang lebih tangguh dan adaptif terhadap risiko.

Kata kunci : *supply chain operations reference, house of risk*, rantai pasok, manajemen risiko, briket arang kelapa.

ABSTRACT

The coconut charcoal briquette industry in Indonesia holds significant potential in supporting the export of environmentally friendly alternative energy. PT. Makmur Raya Sejati, as one of the exporters of charcoal briquettes, faces various risks within its supply chain activities, such as raw material supply instability, operational disruptions, and logistical challenges. This study aims to identify risk events and risk sources within the company's supply chain, as well as to design appropriate mitigation strategies to enhance operational efficiency and business sustainability.

The research method employs a combination of qualitative and quantitative approaches using a descriptive design. Data were collected through observations, semi-structured interviews, and questionnaires administered to internal company stakeholders. The analysis process utilized the Supply Chain Operations Reference (SCOR) version 11.0 framework to map supply chain activities and the House of Risk (HOR) method stages 1 and 2 to identify risks and develop mitigation strategies.

The results showed that there were 41 risk events and 29 risk sources, with 15 main priority risk sources identified based on the Aggregate Risk Potency (ARP) value. Mitigation strategies were then formulated by considering both their effectiveness and implementation difficulty. A total of 18 proposed risk mitigation strategies were recommended, with four priority actions identified: conducting evaluations and briefings before starting work, developing strategic partnerships with suppliers to ensure stable and quality raw material supply, establishing a regular maintenance schedule for machinery and production equipment, and performing periodic evaluations and audits of supplier performance. These results are expected to serve as a reference for the company in developing a more resilient and risk-adaptive supply chain.

Keywords: supply chain operations reference, house of risk, supply chain, risk management, coconut charcoal briquettes.