

INTISARI

Penelitian ini bertujuan untuk (1) mengevaluasi efektivitas strategi *make-or-buy* yang diterapkan LEX saat ini, dan (2) merumuskan strategi *make-or-buy* yang tepat untuk masa mendatang. Analisis dilakukan menggunakan kerangka McIvor (2000) yang mencakup empat tahap: identifikasi aktivitas inti, evaluasi rantai nilai, analisis biaya total, serta analisis hubungan dan risiko. Penelitian menggunakan metode deskriptif kualitatif, dengan data primer dari wawancara mendalam tiga narasumber kunci manajemen LEX serta data sekunder dari laporan kinerja operasional 2024 dan dokumen perjanjian dengan vendor.

Hasil penelitian menunjukkan bahwa pengelolaan *last-mile* di wilayah *key city* (misalnya Kota Cirebon dan Kabupaten Cirebon) memenuhi kriteria sebagai kompetensi inti dan layak dipertahankan secara *in-house* untuk menjaga keunggulan kompetitif, mengingat kontribusinya terhadap kepuasan pelanggan, pengendalian SLA, serta fleksibilitas menghadapi lonjakan permintaan. Sebaliknya, di wilayah *non-key city* (misalnya Kota Serang dan Kota Cilegon), model *buy* melalui mitra eksternal terbukti lebih efektif dalam mengoptimalkan biaya dan fleksibilitas operasional, dengan catatan perlunya penguatan mekanisme kontrol kualitas dan mitigasi risiko ketergantungan vendor. Analisis biaya total juga menunjukkan bahwa selisih biaya per paket bukanlah satu-satunya pertimbangan, melainkan harus memasukkan biaya tersembunyi seperti koordinasi, pengawasan, dan potensi dampak terhadap reputasi layanan.

Penelitian ini merekomendasikan penerapan model hibrida *make-or-buy* yang disesuaikan dengan segmentasi wilayah dan karakteristik pasar, disertai penguatan pengukuran kinerja vendor dan perjanjian kontraktual untuk meminimalkan risiko hubungan. Temuan ini diharapkan memberi kontribusi praktis bagi pengambilan keputusan strategis LEX, sekaligus memperkaya literatur akademik terkait penerapan kerangka McIvor pada industri logistik berbasis *e-commerce* di Indonesia.

Kata kunci: *make-or-buy*, McIvor framework, *last-mile* logistics, strategi outsourcing, Lazada Logistics Indonesia

ABSTRACT

This study aims to (1) evaluate the effectiveness of the current make-or-buy strategy implemented by Lazada Express Indonesia (LEX), and (2) formulate an appropriate make-or-buy strategy for future application. The analysis adopts McIvor's (2000) framework, which comprises four stages: identifying core activities, evaluating the value chain, conducting a total cost analysis, and assessing relationship and risk factors. The research employs a descriptive qualitative method, drawing on primary data from in-depth interviews with three key LEX management informants and secondary data from the 2024 operational performance reports and contractual agreements with vendors.

The findings indicate that last-mile operations in key city areas (e.g., Kota Cirebon and Kabupaten Cirebon) meet the criteria for core competencies and should be maintained in-house to safeguard competitive advantage, given their contribution to customer satisfaction, SLA control, and operational flexibility in handling demand surges. Conversely, in non-key city areas (e.g., Kota Serang and Kota Cilegon), a buy model through external partners proves more effective in optimizing costs and operational flexibility, provided that quality control mechanisms and vendor dependency risk mitigation are strengthened. The total cost analysis also reveals that differences in cost per package should not be the sole consideration; hidden costs such as coordination, monitoring, and potential impacts on service reputation must also be accounted for.

The study recommends adopting a hybrid make-or-buy model tailored to regional segmentation and market characteristics, accompanied by enhanced vendor performance measurement and strengthened contractual agreements to minimize relationship risks. These findings are expected to provide practical contributions to LEX's strategic decision-making and enrich the academic literature on the application of McIvor's framework in the e-commerce-based logistics industry in Indonesia.

Keywords: *make-or-buy, McIvor framework, last-mile logistics, outsourcing strategy, Lazada Logistics Indonesia*