ABSTRAK

ANALISIS PROSES LAYANAN PENGELOLAAN GUDANG *THIRD PARTY LOGISTICS* DENGAN PENDEKATAN *VALUE STREAM MAPPING* STUDI KASUS PADA PT. BHANDA GHARA REKSA (PERSERO)

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Semakin meningkatnya tren dari perusahaan manufaktur ataupun perdagangan besar untuk mengalihdayakan proses logistiknya terutama proses pengelolaan gudang kepada perusahaan *third party logistics* membuat persaingan di dalam industri logistik semakin ketat karena dituntut mencapai *cost reduction* dan *on-time delivery*. Sehingga perusahaan yang mengalihdayakan proses pengelolaan gudangnya menerapkan *Key Performance Indicator* (KPI) kepada perusahan *third party logistics* untuk memenuhi target yang ditetapkan. Monitoring terhadap KPI dilakukan secara kontinu untuk memastikan bahwa perusahaan *third party logistics* memastikan proses layanan pengelolaan gudang dilakukan secara efisien sehingga mampu memenuhi target KPI yang mendukung operasional layanan pelanggan. Ketidaktercapaian KPI terutama kegiatan proses inbound dan outbound di Gudang disebabkan oleh menurunnya kinerja layanan terutama dikarenakan *lead time* yang belum efisien.

Alat analisis yang digunakan dalam penelitian ini adalah value stream mapping dan metode *lean thinking* yang terdiri dari tahapan: *Define, Measure, Analyze, Improve* dan *Control* dengan pendekatan *motion study.*

Pada proses *inbound* dan *outbound* di Gudang (*current state*) terdapat aktivitas *Value Added* sebesar 3.343 detik setara dengan 55 menit dan 43 detik dengan *value waste ratio* sebesar 41,55%, *Non Value Added* sebesar 111 detik dengan *value waste ratio* sebesar 22,23% dan *Non Necessary Value Added* sebesar 2.914 detik setara dengan 48 menit dan 34 detik dengan *value waste ratio* sebesar 36,22%.

Setelah dilakukan perbaikan pada (*future state map*) untuk proses *inbound* dan *outbound* sebesar 6.257 detik atau setara dengan 47 menit dan 14 detik *Value Added* dengan *value waste ratio* sebesar 53,43% dan *Non Necessary Value Added* dengan *value waste ratio* sebesar 46,57% dan *Non Value Added* dengan *value waste ratio* sebesar 0%.

Sehingga setelah dilakukan *improvement* di dalam aktivitas *inbound* dan *outbound lead time* yang semula 8.046 detik atau 2 jam 14 menit dan 6 detik menjadi 6.257 detik atau 1 jam 44 menit dan 17 detik dengan artian bahwa dengan adanya *upgrade scan mobile* yang terintegrasi *warehouse management system* maka akan didapatkan penghematan waktu sebesar 1.788 detik atau setara dengan 29 menit dan 49 detik (22,22%).

Kata Kunci: *Third Party Logistics*, *Value Stream Mapping*, *Lean Thingking*

ABSTRACT

ANALYSIS OF WAREHOUSE MANAGEMENT SERVICE PROCESS THIRD PARTY LOGISTICS WITH VALUE STREAM MAPPING APPROACH CASE STUDY ON PT. BHANDA GHARA REKSA (PERSERO

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The increasing trend of manufacturing companies or big trade to outsource the logistics process, especially the warehouse management process to companies of third party logistics, has made competition in the logistics industry even tighter because it is required to achieve cost reduction and on-time delivery. So companies that outsource their warehouse management processes apply Key Performance Indicators (KPIs) to third party logistics companies to meet the set targets. Monitoring of KPI is carried out continuously to ensure that the company third party logistics ensures the warehouse management service process is carried out efficiently so that it is able to meet the KPI target that supports customer service operations. KPI's inaccessibility, especially inbound and outbound processing activities in Gudang, is caused by a decrease in service performance mainly due to inefficient lead times.

The analytical tool used in this study is value stream mapping and lean thinking method which consists of stages: Define, Measure, Analyze, Improve and Control with a motion study approach.

In the process of inbound and outbound in the Warehouse (current state) there is an activity of Value Added of 3.343 seconds equivalent to 55 minutes and 43 seconds with a value waste ratio of 41,55%, Non Value Added of 111 seconds with a waste value ratio of 22,23% and Non Necessary Value Added for 2.914 seconds is equivalent to 48 minutes and 34 seconds with a waste value ratio of 36,22%.

After future state map for inbound and outbound processes of 6.257 seconds or equivalent to 47 minutes and 14 seconds Value Added with a waste value ratio of 53,43% and Non Necessary Value Added with a waste value ratio of 46,57% and Non Value Added with a value waste ratio of 0%.

So after the improvement in the inbound and outbound lead time activities that were originally 8.046 seconds or 2 hours 14 minutes and 6 seconds became 6.257 seconds or 1 hour 44 minutes and 17 seconds with the meaning that with the mobile scan upgrade integrated warehouse management system it will obtained a time savings of 1.788 seconds or equivalent to 29 minutes and 49 seconds (22,22%).

Keywords: Third Party Logistics, Value Stream Mapping, Lean Thingking