

## INTISARI

Kebutuhan garam untuk industri di Jawa Tengah masih banyak disuplai oleh garam luar provinsi, walaupun Jawa Tengah adalah salah satu provinsi penghasil garam, dengan produksi yang melimpah. Penelitian ini mengkaji bagaimana sistem rantai pasok dan model bisnis garam di Jawa Tengah terbentuk. Penelitian ini melakukan studi kasus pada dua kelompok industri, yaitu: (1) industri pengolah garam, dalam hal ini dipilih dua perusahaan pengolah garam, dan (2) industri pengguna garam, yaitu perusahaan produk pangan dan non-pangan di Jawa Tengah. Data penelitian meliputi: pola arus barang, arus finansial dan arus informasi yang digali melalui wawancara secara mendalam, untuk memperoleh struktur dan model rantai pasok garam. Metode pengolahan dan analisis data penelitian menggunakan analisis deskriptif kualitatif, yang mengacu pada dimensi kinerja model SCOR (*Supply Chain Operation Reference*). Hasil penelitian menunjukkan bahwa industri pengolahan garam, selain disuplai oleh supplier dalam daerah juga membeli dari supplier luar daerah, dengan kisaran 30%–70% kebutuhan garam. Industri pengolah garam yang memiliki gudang besar cenderung menampung persediaan dalam jumlah besar sebagai stok cadangan. Industri pengolah garam yang memiliki kapasitas gudang kecil berusaha meningkatkan utilitas persediaan dan mempercepat konversi *cash to cash* dari persediaan. Rantai pasok garam pada industri pengolah garam memiliki *reliability* yang baik. Industri Pengolah Ikan dan industri tekstil hanya membeli garam ke supplier dalam daerah. Industri tekstil menerapkan manajemen kolaboratif dan mengambil peran kepemimpinan rantai pasok kolaboratif untuk mengamankan kontinuitas persediaan garam.

Kata kunci: garam, rantai pasok, model SCOR, Jawa Tengah

## ABSTRACT

The need for salt for industry in Central Java Province is still largely supplied by salt products from other provinces, even though Central Java is one of the salt-producing provinces, with abundant production. This study will analyze how supply chain systems and salt business models in Central Java are formed. The study was conducted through case study on two industrial groups: (1) the salt processing industry, represented by two salt processing companies and (2) the salt user industry, represented also by two salt users (food and non-food industry), in Central Java. Collected data include the pattern flow of goods, flow of finances, and flow of information, which are obtained through in-depth interview, to finalize the structure and model of salt supply chain in Central Java. The data were analyzed using descriptive qualitative analysis, which refers to SCOR dimension of performance model. The results of the study show that, In addition to the internal area suppliers, 30 – 70% of raw salt material of salt at salt processing industry is bought from external area suppliers. The salt processing industry with bigger storage tends to keep large amount of supply as investment. Industry with smaller storage capacity attempts to enhance the supply utility and accelerate cash-to-cash conversion for the supply. The salt supply chain on salt processing industry possesses reliability. The fish processing industry and textile industry merely makes purchase to local area supplier. The textile industry applies a collaborative management and takes leadership role in the collaborative supply chain to secure the salt supply continuity.

Keywords: salt, supply chain, SCOR model, Central Java