



INTISARI

Departemen *Sourcing & Logistics* PT Wartsila Indonesia merupakan departemen yang baru dibentuk di PT Wartsila Indonesia yang mempunyai beberapa fungsi yaitu *purchasing*, *delivery/transportation*, *warehousing*, dan *inventory controlling*. Sebagai departemen baru, Departemen *Sourcing & Logistics* membutuhkan evaluasi strategi bersaing dan analisis pengukuran kinerja yang dibutuhkan oleh *internal customer* secara khusus dan PT Wartsila Indonesia secara umumnya.

Tahap-tahap penelitian adalah sebagai berikut (1) penjabaran visi, misi, dan strategi Wartila dan Divisi Servis Wartsila, (2) analisis fungsi Departemen Sourcing & Logistics, (3) analisis SWOT untuk mengetahui posisi dan kondisi Departemen Sourcing & Logistics saat ini, (4) pembuatan Matrik Internal Eksternal (IE) dengan pemberian nilai dan bobot terhadap faktor-faktor dalam analisis SWOT, (5) penentuan strategi Departemen Sourcing & Logistics berdasarkan hasil analisis Matrik IE, (6) pemilihan Critical Success Factor (CSF) berdasarkan hasil analisis komponen-komponen utama proses manajemen strategis, (7) langkah terakhir adalah memilih Key Performance indicator (KPI) sesuai dengan CSF yang sudah dipilih.

Hasil penelitian ini berupa strategi *growth* (pertumbuhan) dan 60 KPI yang terbagi atas 3 fungsi yaitu fungsi *purchasing*, fungsi *delivery/ transportation* dan fungsi *warehousing* dan *inventory controlling* dan terbagi atas 3 *level managerial executive*, *middle management*, dan *operational*. Evaluasi strategi dan KPI ini dapat dimanfaatkan Departemen Sourcing & Logistics dalam mencapai target-targetnya sehingga memberikan kontribusi yang lebih baik bagi PT Wartsila Indonesia.

Kata Kunci: visi, misi, strategi, SWOT (Strength Weakness Opportunity Threat), Critical Success Factor (CSF), Key Performance indicator (KPI)



ABSTRACT

Sourcing & Logistics Department of PT Wartsila Indonesia is a new department that just has been formed and has three functions: purchasing, delivery/transportation, warehousing, and inventory controlling. As a new department, Sourcing & Logistics Department require evaluation of competitive strategy and analysis of performance measurement that needed especially by internal customers and generally by PT Wartsila Indonesia.

Research steps are as following (1) describing vision, mission, and strategy Wartsila dan Wartsila Service division, (2) conducting analysis of Sourcing & Logistics Department function, (3) conducting analysis of SWOT to know current Sourcing & Logistics Department position and condition, (4) making Internal External Matrics by giving assestment and weight to factors in SWOT analysis, (5) determining Sourcing & Logistics Department strategy based on result of Internal External Matrics analysis, (6) choosing Critical Success Factors (CSF) based on analysys result of main components of strategic management, (7) final step is choosing Key Performance Indicator (KPI) that fit to chosen CSF.

The research result is growth strategy and 60 KPI that devided into three functions: purchasing, delivery/transportation, and warehousing and inventory controlling and also devided into three levels of managerial: executive, middle management, and operational. These strategy evaluation and KPI can be exploited by Sourcing & Logistics Department in achieving its targets so that can give better contribution to PT wartsila Indonesia.

Keyword: vision, mission, strategy, SWOT (Strength Weakness Opportunity Threat), Critical Success Factor (CSF), Key Performance indicator (KPI)