



Sara Lee Indonesia merupakan manufaktur yang menjadi *Centre of Excellent* (CoE) terbesar ke-tiga di dunia yang dimiliki oleh Sara Lee Household and Bodycare Internasional. Saat ini memproduksi produk-produk *baby care, men's grooming, ladies toiletries, medicated product, shoe care, floor care, Air care*, dan lain-lain dengan customer yang tersebar lebih dari 20 negara.

Saat ini COE Jakarta mempunyai *bergaining power* yang cukup bagus terhadap Sara Lee Internasional, mengingat biaya produksi yang masih murah serta fleksibilitasnya yang tinggi. Tetapi hal ini tidak berarti CoE Jakarta dalam posisi aman, karena persaingan selalu datang dari pabrik Sara Lee Household and Bodycare lain yang tersebar di berbagai negara. Mereka selalu berusaha untuk menjadi yang terbaik agar bisa mendapatkan order sebanyak-banyaknya.

Selama tiga tahun terakhir yaitu *Fiscal Year 2005-2007*, *performance* CoE Jakarta belum menunjukkan hasil yang memuaskan. Pencapaian *Supply Service Level* (SSL) masih di bawah 95% baik untuk *SSL by volume* maupun *SSL by line*. Keterlambatan *supply* selalu terjadi, hal ini bukan saja akan membuat *customer* kecewa, namun CoE Jakarta juga harus menanggung *cost* yang tinggi.

Permasalahan *supply* disebabkan karena berubahnya pola *customer demand*, dari *monthly basis* menjadi *weekly basis*, seiring dengan keinginan setiap *customer* untuk mendapatkan perlakuan special (*respond differently to different market*) Perubahan tersebut menuntut CoE Jakarta untuk memberikan *quick respons* dan *high flexibility*. Namun pada pelaksanaannya, CoE Jakarta belum siap baik dari segi *MRP system* yang digunakan, *human resource*, maupun dari kesiapan *supplier*.

Penelitian menggunakan data primer yang didapat dari diskusi, serta data-data sekunder berupa *Master Production Schedule, Annual Order Plan*, serta data-data pendukung lainnya. Tesis ini bertujuan untuk mencari faktor-faktor yang menyebabkan keterlambatan *supply*, sehingga bisa membantu CoE Jakarta menjadi lebih kompetitif.

Kata kunci : *Supply service level, globalisasi, Center of Excellent Jakarta*



Growth in international markets, both demand and supply, has had a major impact on design and execution of manufacturing planning and control. Even small firms have customers around the world, and many have foreign sources of supply as well. Internationalization has brings the whole companies to the new form, with new strategy. This new concept push them to use all opportunity in the world. For example, they might have supplier from china, manufacturer in Malaysia and assembling in Indonesia. Its very easy for them to open or move the company from one country to other one. It will be disaster for them who cannot follow these changes

Sara Lee Center of Excellent Jakarta (CoE Jakarta) as a part of Sara Lee International Corporation, is one of them who try to change their business to be the world class company. CoE Jakarta has two division, Sara Lee Body Care Indonesia (SLBCI) and Sara Lee Household Indonesia (SLHI). They have customers in more than 20 countries, SLBCI (25% export) and SLHI (75% export).

Currently Sara Lee International for division Household and Body Care has more than 10th manufacturer in the world covering Asia, Europe, and Africa, which compete from they to day. CoE Jakarta is the biggest 3rd manufacturer in the world besides Sara Lee United Kingdom, and Sara Lee Spain.

CoE Jakarta is known as manufacturer with competitive labor cost and high flexibility, but for the last three years is in difficult situation due to poor performance of Supply Service Level (SSL). Customer complaint increasing every years, and follow by high factory cost for overtime and late charge.

This thesis is try to help CoE Jakarta defined their problem, and give good solution to keep exist in International business competition.

Keywords : Supply service level, Internationalization, Center of Excellent Jakarta