

Evaluasi Efektivitas *e-Procurement*, Study di PT Bank Mandiri (Persero) Tbk.

INTISARI

Penelitian ini bertujuan untuk mengevaluasi sejauh mana penerapan *e-procurement* di Bank Mandiri telah berjalan sesuai dengan sasaran-sasaran yang telah ditetapkan, mengevaluasi faktor-faktor apa saja yang mendukung dan menghambat implementasinya serta memberikan alternatif solusi yang harus dilakukan untuk perbaikan penerapan *e-procurement* di Bank Mandiri. Bank Mandiri mengembangkan dan menerapkan *e-procurement* sejak tahun 2004 untuk mempercepat proses pengadaan barang, menghasilkan informasi persediaan barang secara *real time* dan *up to date*, serta mengintegrasikan seluruh proses permintaan, pembelian, penyimpanan dan pembayaran barang.

Penelitian dilakukan dengan mengumpulkan data primer maupun sekunder melalui studi pustaka, observasi lapangan dan interview dengan pihak terkait. Data dianalisa secara kualitatif dengan membandingkan penerapan *e-procurement* yang telah berjalan dengan sasaran-sasaran yang telah ditetapkan atau *Key Performance Indicator* (KPI) untuk memperoleh *gap*, baik positif maupun negatif. Analisa data tersebut akan menghasilkan *gap* antara target yang telah ditetapkan dan yang telah dicapai serta faktor-faktor yang mendukung dan menghambat pencapaian target penerapan *e-procurement* di Bank Mandiri. Berdasarkan hasil analisa tersebut dan mengacu kepada hasil penelitian sebelumnya disusun alternatif solusi penerapan *e-procurement* di Bank Mandiri yang lebih tepat, efektif dan *applicable* di masa yang akan datang.

Hasil penelitian menunjukkan target penerapan *e-procurement* dalam hal peningkatan efisiensi biaya pengadaan barang dan percepatan proses persetujuan permintaan pengiriman barang dari kantor pusat ke cabang dapat dipenuhi sesuai KPI yang telah ditetapkan. Target yang tidak tercapai adalah pengurangan biaya proses permintaan sampai dengan persetujuan pembelian (*requisition-to-order cost*) dan pengurangan waktu proses permintaan sampai dengan persetujuan pembelian (*requisition-to-order*). Hal ini disebabkan belum semua tahapan dalam proses pengadaan barang dapat diintegrasikan dalam aplikasi *e-procurement*. Untuk selanjutnya, manajemen Bank Mandiri secara konsisten perlu memasukkan target implementasi *e-procurement* dalam berbagai program efisiensi operasional yang didukung dengan penerapan indikator *Cost Efficiency Ratio* (CER) di masing-masing *Strategic Business Unit* (SBU) sebagai salah satu KPI, meminta komitmen yang kuat kepada *business partner* untuk terus memberikan *mentoring* penerapan *e-procurement* kepada *user* di Bank Mandiri, mempercepat integrasi tahapan proses pengadaan yang belum dikelola melalui aplikasi *e-procurement* ke dalam tahapan pengembangan berikutnya, *help desk* untuk perbaikan kerusakan aplikasi *e-procurement* disentralisir dalam satu unit *help desk* atau *task force*.

Kata kunci : *Supply Chain Management*, *Electronic Procurement*, *e-auction*, *Key Performance Indicator*, *Enterprise Resources Planning* (ERP), Pengadaan Barang, *Cost Efficiency Ratio* (CER).

Evaluation of E-Procurement, Study in PT Bank Mandiri (Persero) Tbk.

ABSTRACT

This study aims to evaluate the extent to which the application of e-procurement in Bank Mandiri has been running in accordance with targets set, to evaluate what factors are supporting and inhibiting its implementation and to provide alternative solutions must be done to improve the implementation of e-procurement in Bank Mandiri. Bank Mandiri to develop and implement e-procurement since 2004 to accelerate the procurement process, generate inventory information in real time and up to date, and integrate the entire process of request, purchase, storage and payment of goods.

Research carried out by collecting primary and secondary data through literature study, field observations and interviews with relevant parties. Data were analyzed qualitatively by comparing e-procurement application that has been running with the goals that have been set or Key Performance Indicator (KPI) to get the gap, either positive or negative. Analysis of these data will yield gap between the targets set and achieved and the factors that support and hinder achievement of the target application of e-procurement in Bank Mandiri. Based on these analysis results, and refer to the results of previous studies developed alternative solutions to implementing e-procurement in Bank Mandiri is more precise, effective and applicable in the future.

The results showed the target application of e-procurement in terms of cost efficiency improvements and accelerated procurement process of goods delivery request approval from the central office to branch, to be filled in accordance with established KPI. Targets are not achieved the cost reduction process with the approval of a request to purchase (requisition-to-order costs) and reducing time to process requests approval to purchase (requisition-to-order). This is because not all the stages in the procurement process can be integrated into e-procurement applications. In the future, management of Bank Mandiri has consistently need to enter the target e-procurement implementation in operational efficiency programs supported by the application of indicators Cost Efficiency Ratio (CER) in each Strategic Business Unit (SBU) as one KPI, requested a strong commitment to business partners to continue to provide mentoring, e-procurement applications to users in Bank Mandiri, accelerate the integration stage of the procurement process that are not managed through e-procurement applications to the next stage of development, help desk to repair damage to the e-procurement applications in one decentralized help desk unit or task force.

Keywords: Supply Chain Management, Electronic Procurement, e-auction, Key Performance Indicator, Enterprise Resources Planning (ERP), Procurement of Goods, Cost Efficiency Ratio (CER)