

ABSTRAK

Penelitian ini mempunyai tiga tujuan yaitu mengidentifikasi strategi operasional dan *supply chain management* yang telah diterapkan PT Jingdong Indonesia Pertama pada tahun 2017 hingga 2018, mengevaluasi setiap daerah pengembangan infrastruktur logistik PT Jingdong Indonesia Pertama di luar Jakarta berdasarkan analisis struktur biaya, dan menyusun rekomendasi strategi *supply chain management* untuk PT Jingdong Indonesia Pertama dalam menghadapi tantangan geografis dan tingginya biaya logistik di Indonesia.

Metoda penelitian ini merupakan studi kasus dengan desain penelitian metoda campuran yang menggabungkan metoda kuantitatif dan kualitatif dalam memahami permasalahan penelitian. Sumber data primer dan sekunder penelitian berasal dari internal perusahaan. Penelitian ini juga menggunakan pendekatan deduktif karena konsep teori strategi manajemen operasional, *supply chain management*, strategi *supply chain management*, *supply chain* dan logistik *value proposition*, dan manajemen biaya logistik menjadi dasar atau awal dari dilakukannya penelitian untuk mencapai sebuah kesimpulan yang spesifik dan logis.

Hasil dari penelitian ini adalah angka *break event point* (BEP) pesanan tiap daerah pengembangan infrastruktur logistik yang akan dibandingkan dengan histori dan ramalan pesanan sebagai dasar evaluasi. Hasil evaluasi mengenai daerah pengembangan infrastruktur logistik mana yang tepat dan kurang tepat juga akan ditampilkan beserta hasil evaluasi strategi operasional dan *supply chain management* yang telah digunakan oleh PT Jingdong Indonesia Pertama.

Rekomendasi strategi *supply chain management* yang dapat digunakan oleh PT Jingdong Indonesia Pertama adalah strategi *hybrid supply chain management*. Strategi ini dapat menyeimbangkan antara total biaya logistik perusahaan dan tingkat kepuasan pelanggan, sehingga mampu menjadi solusi bagi perusahaan yang bergerak pada industri *E-Commerce* dalam menghadapi tantangan geografis dan tingginya biaya logistik di Indonesia.

Kata Kunci: *E-Commerce*, Struktur Biaya Logistik, Strategi *Supply Chain Management*, *Break Event Point*, *Hybrid Supply Chain Management*

ABSTRACT

This research has three objectives, namely identifying operational strategies and supply chain management strategies that have been implemented by PT Jingdong Indonesia Pertama during year 2017 and 2018, evaluating each area outside Jakarta of the logistics infrastructure development by PT Jingdong Indonesia Pertama based on cost structure analysis, and formulating supply chain management strategy recommendations for PT Jingdong Indonesia Pertama in facing geographic challenges and high logistics cost.

The research methodology which being used is case study with a mixed method research design in collaborating quantitative and qualitative methods to understand research problem. Data source of this research are using internal primary and secondary data. This research also uses a deductive approach because the theoretical concepts of operational management strategy, supply chain management, supply chain management strategy, supply chain and logistics value proposition, and logistics cost management are the basis or beginning of the research to reach a specific and logical conclusion.

Result of this research is the number of break event point (BEP) order for each area of logistics infrastructure development which will be compared with the history and forecast order as a basis for evaluation. The result of the evaluation regarding which logistics infrastructure development area which is appropriate and which is not appropriate will also be displayed along with the result of evaluating operational strategies and supply chain management strategies that have been implemented by PT Jingdong Indonesia Pertama.

Supply chain management strategy recommendation that can be used by PT Jingdong Indonesia Pertama is hybrid supply chain management strategy. This strategy is able to balance total company's logistics cost and customer satisfaction level, so that it can be a solution for companies in the E-Commerce industry in facing geographic challenges and high logistics cost in Indonesia.

Keywords: E-Commerce, Logistics Cost Structure, Supply Chain Management Strategy, Break Event Point, Hybrid Supply Chain Management