

INTISARI

PT United Tractors Tbk. (UT) adalah perusahaan distributor alat berat yang mempunyai jaringan di seluruh Indonesia. Salah satu kunci keberhasilan penjualan alat berat adalah dukungan *after sales service* di antaranya penyediaan *spare parts* untuk perbaikan dan pemeliharaan alat berat *customer*.

Proses penyediaan *parts* melibatkan banyak pihak antara lain *supplier*, perusahaan, *3rd party logistic* dan *customer*. Kondisi persaingan bisnis saat ini pun semakin ketat dan tingkat keuntungan perusahaan semakin tertekan. Untuk itu dibutuhkan *supply chain management* yang baik untuk mendukung tercapainya kepuasan *customer* dan juga efisiensi operasional perusahaan.

Studi ini mempunyai dua tujuan, yang pertama, bertujuan untuk menganalisis penerapan *supply chain management* di UT dengan menggunakan metode *Supply Chain Operations Reference* (SCOR) level 1. Tujuan kedua adalah menganalisis pencapaian ukuran kinerja / *Key Performance Indicator* (KPI) dari perusahaan dan mengetahui faktor-faktor yang mendukung serta menghambat penerapan dan pencapaian KPI tersebut.

Penelitian ini bersifat studi kasus dengan melakukan penelitian *descriptive exploratory*. Data yang digunakan adalah data primer dan sekunder yang diperoleh dengan melakukan interview terhadap pihak pengambil keputusan serta melakukan telaah literatur perpustakaan maupun dokumen perusahaan.

Hasil dari penelitian menunjukkan bahwa perusahaan telah menjalankan *supply chain management* dengan baik dimana kinerja *supply chain* telah diukur menggunakan KPI yang terdiri dari metrik *customer perspective* dan metrik *internal perspective*. Walaupun begitu masih ada beberapa kinerja yang tidak tercapai dan perlu dilakukan tindakan perbaikan.

Katakunci: *strategic operations management, supply chain management, performance measurements and metrics, key performance indicators, supply chain operations reference*

ABSTRACT

PT United Tractors Tbk. (UT) is a heavy equipment distributor company that has network throughout Indonesia. One of the key success factor to sell heavy equipment is sales after sales service including providing spare parts for repair and maintenance of customer heavy equipment.

The process to provide parts involves many parties such as the supplier, company, 3rd party logistics and customer. The current business competition also become very tough and company profit margin become depressed. Based on those condition it needs a good supply chain management to achieve customer satisfaction and company operational efficiency.

This study has two objectives, first to analyze implementation of supply chain management at UT using the Supply Chain Operations Reference (SCOR) level 1. The second objective is to analyze the achievement of performance measures / Key Performance Indicator (KPI) of the company and identify the factors that support or hamper the implementation and achievement of the KPI.

This research is a case study by descriptive exploratory study. The data used are primary and secondary data obtained by conducting interviews with the decision maker and conduct library and literature review of company documents.

Results from the study showed that the company has been running well the supply chain management since performance has been measured using KPI metrics consisting of customer perspective and internal metric perspective. Although there are still some performance is not achieved and the necessary improvement activity needed.

Keywords: *strategic operations management, supply chain management, performance measurements and metrics, key performance indicators, supply chain operations reference*