ABSTRAK

Supply chain management memiliki peranan yang sangat penting terhadap keberhasilan proses bisnis suatu Lembaga/perusahaan karena berhubungan dengan aliran barang, uang, dan informasi dari hulu hingga hilir. Oleh karena itu, pengukuran kinerja supply chain sangat diperlukan guna mengetahui sejauh mana performansi yang dicapai dalam upaya mencapai target yang ditentukan oleh manajemen perusahaan. Dengan diketahui seberapa besar performansi yang dapat dicapai, maka perusahaan dapat menentukan langkah yang perlu dilakukan sebagai upaya meningkatkan strategi bisnis di masa yang akan dating. Pada penelitian ini, peneliti melakukan observasi rantai pasok di CV Perfectra. CV. Perfectra merupakan perusahaan perdagangan yang menghubungkan antara perusahaan bahan baku dan penunjang pembuatan pakaian yang dalam posisi bisnis disebut sebagai supplier dengan pabrik-pabrik apparel garment yang dalam posisi bisnis disebut sebagai konsumen perusahaan. Dalam penelitian ini, kerangka SCOR (Supply Chain Operation Reference) digunakan sebagai metode dalam menganalisis rantai pasok di perusahaan. Penentuan indikator kinerja dilakukan dengan cara menggabungkan antara dekomposisi proses SCOR yang melibatkan variabel utama proses (Plan, Source, Make, Delivery, Return) dan atribut kinerja SCOR (Reliability, responsiveness, Agility, Cost, Assets). Dari hasil pengolahan tersebut, diperoleh 32 (tiga puluh dua) indikator kinerja. Selanjutnya dilakukan penyebaran kuesioner guna mendapatkan indikator kinerja yang sesuai dengan kondisi di lapangan. Hasil kuesioner kemudian dioleh dengan menggunakan skala likert dan diperoleh 16 (enam belas) indikator kinerja tervalidasi. Keenambelas KPI tersebut selanjutnya dilakukan perhitungan menggunakan data aktual perusahaan pada kurun waktu Januari 2019 hingga Maret 2019. Selanjutnya dilakukan penyeragaman skala nilai dengan menggunakan Snorm De Boer agar diperoleh normanilasi nilai pada masing-masing indikator kinerja. Kemudian hasil normalisasi tersebut dikategorikan dalam zona warna pada traffic light system. Dari hasil yang didapat,secara keseluruhan performansi kinerja CV. Perfectra tergolong baik karena sebagian besar indikator kinerja berada pada zona warna hijau. Namun diperoleh 1 (satu) indikator kinerja yang berada pada zona merah yaitu return cycle time, serta 3 (tiga) indikator kinerja pada zona warna kuning, yaitu customer commit date achievement time customer receiving, delivery item accuracy by supplier, dan percentage of orders delivered in full. Selanjutnya dilakukan analisis penyebab masalah pada keempat indikator kinerja tersebut dengan menggunakan cause effect diagram. Dari analisis tersebut ditemukan bahwa akar permasalahan disebabkan dari faktor man power, method, material, dan machine. Pada akhir penelitian, peneliti memberikan usulan perbaikan yang dapat dilakukan oleh perusahaan CV. Perfectra guna meningkatkan performansi kinerja rantai pasok yang dimiliki.

Kata Kunci : rantai pasok, SCOR (Supply Chain Operation Reference), indikator kinerja, skala Likert, Snorm De Boer, traffic light system, cause effect diagram

ABSTRACT

Supply chain management has a very important effect to the success of an institution / company business processes because it deals with the flow of goods, money, and information from upstream to downstream. Therefore, measurement of supply chain performance is needed to determine the extent of performance achieved in an effort to achieve targets determined by company management. By knowing how much performance can be achieved, the company can determine the steps that need to be taken as an effort to improve business strategies in the future. In this study, researchers conducted supply chain observations at CV Perfectra. CV. Perfectra is a trading company that connects raw material companies and supporting the manufacture of clothing which in business positions are referred to as suppliers and garment apparel factories which in business positions are referred to as corporate consumers. In this study, the SCOR (Supply Chain Operation Reference) framework is used as a method in analyzing supply chains in the company. The determination of performance indicators is done by combining SCOR process decomposition which involves the main process variables (Plan, Source, Make, Delivery, Return) and SCOR performance attributes (Reliability, responsiveness, Agility, Cost, Assets). From these results, 32 (thirty two) performance indicators were obtained. Then the questionnaire is distributed to get performance indicators that are in accordance with the real conditions. The results of the questionnaire were then obtained using the likert scale and obtained 16 (sixteen) validated performance indicators. The sixteenth KPI is then calculated using the company's actual data in the period January 2019 to March 2019. Furthermore, the value scale is performed using Snorm De Boer in order to obtain value normalization on each performance indicator. Then the results of the normalization are categorized in the color zone of the traffic light system. From the results obtained, the overall performance of CV. Perfectra is quite good because most of the performance indicators are in the green zone. However, 1 (one) performance indicator that is in the red zone is obtained, namely return cycle time, and 3 (three) performance indicators in the yellow zone, namely customer commit date achievement time customer receiving, delivery item accuracy by supplier, and percentage of orders delivered in full. Then an analysis of the causes of the problems is performed on the four performance indicators using cause effect diagrams. From this analysis it was found that the root cause is caused by the factors of man power, method, material, and machine. At the end of the study, the researcher gave a proposed improvement that could be done by the company CV. Perfectra to improve supply chain performance.

Keywords: supply chain, SCOR (Supply Chain Operation Reference), performance indicators, Likert scale, Snorm De Boer, traffic light system, cause effect diagram