

ABSTRAK

Persaingan bisnis global yang ada saat ini baik perusahaan manufaktur ataupun jasa sedang berlomba-lomba untuk mendapatkan banyak konsumen dan keuntungan. Tidak dapat dipungkiri adanya persaingan yang ketat antara pebisnis mampu mendatangkan kerugian dan berbagai macam risiko. PT. Unicharm Indonesia adalah salah satu perusahaan yang melakukan bisnisnya di kategori FMGC (*Fast Moving Good Consumer*), dan sudah mendapatkan *market share* No. 1 di Indonesia, akan tetapi dengan aktivitasnya yang begitu kompleks sangat rentan sekali munculnya risiko terutama dalam aktivitas *Supply Chain*. Atas hal tersebut dilakukanlah Identifikasi risiko melalui pemetaan konsep SCOR (*Supply Chain Operation Reference*), kemudian menentukan prioritas risiko serta penanganan strategi untuk menekan risiko tersebut dengan menggunakan metode HOR (*House Of Risk*). Berdasarkan hasil penelitian yang dilakukan di PT. Unicharm Indonesia ada 29 *Risk Event* dan 45 *Agent Risk* dan untuk *Agent Risk* yang paling dominan dan prioritas untuk dilakukan perbaikan yaitu ada 5 Kesalahan dalam forecasting (A0001) dengan nilai ARP = 1,728, Order tidak terpenuhi (A0039) dengan nilai ARP = 1,456. Permintaan mendadak dari pelanggan dengan nilai (A0002) ARP = 1,323. Kenaikan harga bahan baku utama yang meningkat (A0011) dengan nilai ARP = 1,296. Persediaan bahan baku yang akan diproses menipis (A0008) dengan nilai ARP = 1,176. Setelah itu dilakukanlah analisa fish bone dan Analisa HOR Fase 2 yaitu Perbaikan *adjustment production plan based on SO Actual* (PA001) dengan nilai *Effectiveness difficulty performing action* 11,6. Perbaikan service level dengan menguatkan pengiriman base 2 factory (PA004) dengan nilai *Effectiveness difficulty performing action* 7,014. Menjalinkan komunikasi yang baik dengan customer dengan thread off trend forecasting (PA002) dengan nilai *Effectiveness difficulty performing action* 4,77. Implementasi proses VACD Material (PA003) dengan nilai *Effectiveness difficulty performing action* 4,680. Implementasi control material safety stock based on actual consumption (PA005) dengan nilai *Effectiveness difficulty performing action* 3,948.

Kata kunci : Manajemen Risiko, *Supply Chain*, SCOR, HOR, *Fish Bone*, *Pareto*

ABSTRACT

The current global business competition, both manufacturing and service companies, is competing to get many consumers and profits. It is undeniable that the existence of intense competition between businessmen is able to bring losses and various kinds of risks. PT. Unicharm Indonesia is one of the companies that conducts its business in the FMGC category (Fast Moving Good Consumer), and has got the No. market share. 1 in Indonesia, but with such complex activities it is very vulnerable to the emergence of risks, especially in Supply Chain activities. based on this, the analysis of risk management in the Supply Chain process was carried out by identifying risk through SCOR concept mapping (Supply Chain Operation Reference), then determining risk priorities and handling strategies to suppress the risk by using the House of Risk (HOR) method. . Based on the results of research conducted at PT. Unciharm Indonesia has 29 Risk Events and 45 Agent Risk and for the Risk Agent which is the most dominant and priority for improvement, there are 5 errors in forecasting (A0001) with $ARP = 1.728$, Orders not fulfilled (A0039) with $ARP = 1.456$. Sudden request from customer with value (A0002) $ARP = 1.323$. The increase in the price of the main raw material increases (A0011) with the ARP value = 1,296. The supply of raw materials to be processed is thinning (A0008) with ARP value = 1.176. After that fish bone analysis and Phase 2 HOR analysis are carried out, namely Improvement of production plan based on SO Actual (PA001) with the Efficiency of difficulty performing actions 11.6. Repair service levels by strengthening base 2 factory shipments (PA004) with the Efficiency value of difficulty performing action 7.014. Establish good communication with customers with thread off trend forecasting (PA002) with the value of Efficiency of difficulty performing actions 4.77. Implementation of the Material VACD process (PA003) with the value of Efficiency of the difficulty performing action 4,680. Implementation of material safety control stock based on actual consumption (PA005) with the value of Efficiency of the difficulty performing action 3,948.

Keywords: Risk Management, Supply Chain, SCOR, HOT, Fishbone, Pareto