PERFORMANCE ANALYSIS OF SUPPLY CHAIN MANAGEMENT USING SUPPLY CHAIN OPERATION REFERENCE (SCOR) MODEL IN PT. X

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ABSTRAK

One of the company located in Bandung is a food industry companies, with the main production is a beef meatballs products. In the process of carrying out their activities the company has several problems associated with supply chain management processes, so that the problems posed affect the company's performance.

One aspect to be considered in the company is about working performance and continuous improvement, one of the methods commonly used to measure the performance of the company is the SCOR (Supply Chain Operations Reference) model. Basically SCOR model integrates three major elements of management, namely business process reengineering, benchmarking, and process measurement into a cross-functional framework in the supply chain.

Based on the calculated results of processing. The first attribute supply chain reliability, include delivery performance, fill rates and perfect order fulfillment, respectively 97.86%, 100% and 98%. The second attribute supply chain responsiveness, include order fulfillment lead time achievement one day. The Third attribute supply chain flexibility, including supply chain response time and production flexibility, each 6 days and 1 day. The fourth attribute supply chain cost, including cost of goods, supply chain management costs, SG & A costs and warranty / return processing costs respectively 96.37%, 95.88%, 88.34%, and 100%. The last attribute that supply chain assets, including cash to cash cycle time, inventory days of supply and asset turn, respectively 98.93%, 93.78%, and 5.8%.

The results of the comparison (benchmarking) based GAP analysis has been done on the attributes of the supply chain cost, the company is at parity classification with requirements opportunity to COGS amounting to 16 525 billion and SG & A costs by 902 million. Attributes profitability including into parity classification with the requirements opportunity gross margin amounted to 251 billion, operating income is projected to rise by 250 billion and for net operating income is projected to rise by 164 billion.

Key Word: Supply Chain Management, SCOR Model, GAP Analysis, SWOT Analysis, Benchmarking.

I. Introduction

A. Background

Competition in industry a major challenge for the company to run its production activities. Each company is required to think creatively to implement a strategy to compete to produce goods or services of higher quality, cheaper and faster than its competitors, because consumers started demanding aspects of response speed, innovation and flexibility of the company.

Supply Chain Management itself is one part that has become a particular concern for any company to manage the company, because the supply chain has a way to plan, control and supervise all activities that exist within the company. One aspect considered in the company at the performance and improvements made on an ongoing basis, in its own supply chain performance measurement required supply chain performance. One method commonly used to measure the performance of the company is a model SCOR (Supply Chain Operations Reference), SCOR itself is a reference model of supply chain operations.

PT. X is a company engaged in food production is the main product Baso. In the process of carrying out their activities PT. X has some problems that sometimes interfere with their production activities, such as the increased demand, but it can not fully met. Then delays in the supply of raw material. Then another problem that often arises is the occurrence of low production resulting from the calculation of the demand which is less accurate.

Supply chain performance measurement is necessary to do, so that all the activities of a hamper as experienced PT. X can be identified early on, because it is through performance measures can be seen the percentage of achievement of the company in carrying out its activities and can be identified on the part of any such problems arise and would make it easier to find solutions to problems that arise, because the sooner the problem is identified, the will sooner companies to address the problem.

II. Study of Literature

A. Supply Chain Management

Supply Chain Management (SCM) is a method, tool or approach to management. It must be emphasized that SCM requires an approach or method

that is integrated with the basic spirit of collaboration from any elements that exist within the company, from a supplier or suppliers, management of the company, its employees up to the distribution of goods.

B. Supply Chain Performance Measurement

One of the aspects of the supply chain management is the measurement of the performance of the supply chain. To create a performance management effective and efficient performance measurement system is able to evaluate the overall supply chain performance. The process approach in the performance measurement system supply chain enables us to identify the problems which arise as a result of work on the less good and the impact of the performance of the company's performance, it happens as a result of incompatibility plan with the activities of actual field, so we can identifying the causes that lead to why the plan was not achieved and how to anticipate or fix things that cause low performance of the company.

C. *Supply Chain Operation Reference* Model (SCOR)

Supply Chain Operations Reference (SCOR) is a reference model that is used to measure the performance of a company's supply chain performance. SCOR model was developed by the Supply Chain Council (SCC), which the SCC is an independent company that is not oriented to profit which was established in 1996 as an initiative in the development of a model for implementing supply chain. SCOR model integrates three major elements of management, namely business process reengineering, benchmarking, and process measurement.

D. Benchmarking

Benchmarking is a comparison of the company's competitors are struggling in the same field will however be different at the level (above or below) is made after measurement of performance at level 1 is completed.

In the calculation of the comparison with competitors (benchmarking), there are additional attributes in the process of calculation of its performance, as for these attributes are as follows:

1. *Profitability*
   a) *Gross margin*
   b) *Operating income*
   c) *Net income*
2. *Effevtiveness of return*
   a) *Return on asset*

E. SWOT Analysis

SWOT Analysis is a source of information that describes the relationship between the company and its market share. In this we can identify the strength of the company have, then we can identify the weaknesses of a company, explore the opportunities that companies have and we can know what kind of threats that could disrupt the survival of the company.

F. GAP Analysis

GAP analysis is a comparative analysis based on the results of the calculation of the performance of each of the attributes of the SCOR model of level 1 are then presented in the table SCORcard. The measures undertaken in its own GAP analysis is the first step is to calculate a mathematical chance for each metric. This is done by calculating the gap parity (parity gap) and the gap competitive necessity, and then reduce the actual performance for each metric of the amount of the benchmark set by the competitive requirements for each category.

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