

# ABSTRAK DAN ABSTRACT

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### OPERATION STRATEGY DESIGN IN CV TERRA ULTIMA FOR BRAND DAMA KARA RETAIL BUSINESS PERIOD 2021-2023

CV Terra Ultima is an SME which is engaged in the apparel manufacturing business. With the DAMA KARA Brand which is in the creative product apparel industry. The company does not yet have a strategy on functional operations, this is obtained from the results of interviews and observations on CV Terra Ultima so it is necessary to design an operational strategy. The research objective is to identify the functional mission of the operation, operational functional objectives, strategic decisions in the operational area and the formulation of strategies that need to be done. In the period of 2021-2023, CV Tera Ultima with the retail business line of the DAMA KARA brand focuses on the quality aspect in the aesthetic dimension and on the flexibility aspect as an order winner. The process design that becomes the reference now is the batch process type with an assemble to order approach. implementation of quality standards supported by the cost of quality control costs category. With the quality of source method in each sub-process and final inspection of finished goods, the aim is to reduce the percentage of defective products to below 1%. Production capacity utilization was 89% and capacity cushion was 11.2% with a choice of strategies to determine the size of the capacity is moderate cushion and timing capacity is wait and see strategy. The provision of both raw materials, semi-finished goods and finished goods is made to a minimum, referring to the principle of zero inventory. In the material supply chain using the outsource method. This is because CV Terra Ultima requires fabric suppliers as raw materials. Distribution using 3rd party logistics services.

Keywords: SMEs, manufacturing, creative products, functional operations, functional objectives, strategic operations decisions

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### RANCANGAN STRATEGI OPERASI PADA CV TERRA ULTIMA LINI BISNIS RITEL BRAND DAMA KARA PERIODE 2021-2023

CV Terra Ultima merupakan UMKM yang bergerak di bisnis manufaktur pakaian jadi. Dengan Brand DAMA KARA yang berada pada industri pakaian jadi produk kreatif. Perusahaan belum memiliki strategi pada fungsional operasi, hal ini didapat dari hasil wawancara dan observasi pada CV Terra Ultima sehingga perlu dilakukan rancangan strategi operasi. Tujuan penelitian adalah untuk mengidentifikasi misi fungsional operasi, sasaran fungsional operasi, keputusan-keputusan strategis pada area operasi dan penyusunan strategi yang perlu dilakukan. Pada periode 2021-2023, CV Tera Ultima dengan lini bisnis ritel brand DAMA KARA berfokus pada aspek kualitas pada dimensi estetika dan pada aspek fleksibilitas sebagai *order winner*. Desain proses yang menjadi acuan adalah tipe proses *batch* dengan pendekatan *assemble to order*. Dengan penerapan standar kualitas yang di dukung dengan *cost of quality* kategori *control costs*. Dengan adanya metode *quality of source* di masing-masing subproses dan inspeksi final

barang jadi bertujuan untuk menurunkan persentase produk cacat menjadi di bawah 1%. Utilisasi kapasitas produksi sebesar 89% dan *capacity cushion* sebesar 11,2% dimana pilihan ialah strategi penentuan besar kapasitas yaitu *moderate cushion* dan *timing* kapasitas yaitu *wait and see strategy*. Sediaan baik bahan baku, barang setengah jadi maupun barang jadi dibuat seminimal mungkin mengacu pada prinsip *zero inventory*. Pada rantai pasok material menggunakan metode *outsourcing*. Hal ini dikarenakan CV Terra Ultima membutuhkan supplier kain sebagai bahan baku. Distribusi menggunakan jasa *3rd party logistics*.

Kata Kunci: UMKM, manufaktur, produk kreatif, fungsional operasi, sasaran fungsional, keputusan strategis operasi