

ABSTRAK

Dengan menggunakan *Current Reality Tree* (CRT), dilakukan analisis sebab akar permasalahan buruknya kinerja *Supply Chain Management* (SCM) CNOOC SES Ltd. tahun 2014 yang meliputi *cycle time* pengadaan, *inventory turnover ratio*, *inventory service level ratio*, dan surplus MRO berlebih. Hasilnya akar permasalahan tersebut antara lain karena adanya subyektivitas selera *internal end user* atas barang/jasa, tidak memiliki informasi terkait pasar secara akurat, sistem database yang dimiliki buruk, kurangnya koordinasi antara internal perusahaan, kurangnya pengetahuan dan pengalaman, serta *stockout* di *supplier*. Untuk menyelesaikan akar permasalahan dan meningkatkan kinerja SCM dengan sasaran jangka panjang (Tahun 2016 – 2018) yang ditentukan melalui *Gap Analysis*, digunakan strategi kolaborasi SCM yang mencakup *internal integration*, *customer integration*, *technology & planning integration*, *measurement integration*, dan *relationship integration*. Kemudian melalui Analisis Persoalan Potensial (APP), masing - masing strategi yang memiliki program implementasi jangka pendek, menengah, panjang, dan lintas jangka diidentifikasi tindakan pencegahan dan proteksi agar program tersebut dapat diamankan implementasinya sesuai dengan rencana, tepat waktu, dan mencapai sasaran yang tepat.

ABSTRACT

Using Current Reality Tree (CRT), analysis to find the root cause of the poor performance of Supply Chain Management (SCM) CNOOC SES Ltd. on the year 2014 was performed. The areas analyzed include sourcing cycle time, inventory turnover ratio, inventory service level ratio as well as exceeds of MRO surplus. The poor performance was caused due to preferred items or service of internal end user, lack of accurate market information, poor database system, lack of coordination within the company, lack of knowledge and experience as well as stockout from the supplier. To achieve future SCM performance target (period 2016-2018) which is determined by gap analysis will use SCM collaboration strategy, which include internal integration, customer integration, technology and planning integration, measurement integration and relationship integration is employed in an attempt to solve the cause found in the CRT. Moreover, through potential problem analysis, preventive and protective actions are developed for each strategies that have short-term, mid-term and cross period programs in order for the strategies to be securely executed according to plan, in timely manner and to achieve the desired goal.