

ABSTRACT

Companies with global supply chains, especially in developing countries, often face disruptions and market uncertainty that can affect the stability of operational performance. Therefore, an operational management approach is needed to maintain the efficiency of the company's operational performance while preserving relationships with international business partners. The Just-in-Time (JIT) strategy, which emphasizes precise material flow control and waste reduction, becomes relevant for PT BCP as a fertilizer exporter in facing these challenges and fulfilling customers' needs. This study aims to analyze the implementation of JIT in PT BCP's global supply chain, which operates under dynamic operational conditions, and how this practice shapes the company's operational performance.

This research employs a qualitative approach with a single case study design on PT BCP, a fertilizer exporter with primary business partners from Japan, located in Manyaran, Semarang. Primary data was collected through in-depth semi-structured interviews with 3 (three) key informants directly involved in operational activities and decision-making related to the implementation of JIT at PT BCP. Secondary data was obtained from direct observations of operational activities, previous empirical studies, and company documents to complement the analysis. All collected data were then analyzed using thematic analysis techniques through descriptive and axial coding stages to identify patterns and relationships related to the phenomena studied.

The results indicate that PT BCP implements an adaptive JIT (hybrid) in its global supply chain by combining make-to-stock (push system) and make-to-order (pull system) principles to address variations in demand from its Japanese business partners, while also maintaining stock production for certain products (selective buffering) with stable demand patterns. The implementation of this adaptive JIT is influenced by interconnected internal and external factors, and faces key challenges such as fluctuations in lead times and production schedules due to unstable availability of organic raw materials and a production process that still depends on weather conditions. Nevertheless, the operational performance achieved is satisfactory for the company. This study concludes that the implementation of adaptive JIT can further enhance operational performance efficiency in a dynamic global supply chain condition if supply and production management can be more flexible.

Keywords: Just-in-Time (JIT), Adaptive JIT, Hybrid JIT, Global Supply Chain, Operational System of an Indonesian Fertilizer Exporter, Qualitative Case Study.