

ABSTRAK

PT. Delta. Aerosupport merupakan perusahaan yang bergerak di bidang catering pesawat terbang, dengan menggunakan bahan baku sejumlah 49 item. Saat ini, bagian pengadaan menganggap bahwa semua bahan baku merupakan bahan baku rutin, sehingga proses pengadaan dilakukan secara berulang oleh pemasok dengan harga termurah tanpa menjalin kontrak maupun kerjasama (*regular purchasing*). Dengan tidak adanya manajemen kontrak, maka perusahaan kehilangan kesempatan untuk dapat meningkatkan kepatuhan pemasok, dan bernegosiasi terkait penurunan harga. Penurunan kinerja pemasok juga merupakan masalah yang dihadapi, tetapi bagian pengadaan belum melakukan penilaian kinerja pemasok. Dengan permasalahan tersebut, diperlukan adanya evaluasi terkait strategi pengadaan yang sedang berlangsung untuk dapat meningkatkan efisiensi proses pengadaan. Penelitian ini bertujuan untuk menyusun rekomendasi strategi pengadaan yang mencakup hubungan dengan pemasok dan kebijakan internal perusahaan. Dalam penelitian ini, penyusunan rekomendasi strategi pengadaan diambil berdasarkan hasil dari *Kraljic's Purchasing Portfolio Model* (KPM) yang digunakan untuk melakukan diferensiasi terhadap setiap bahan baku berdasarkan tingkat resiko pasokan dan pengaruh setiap bahan baku terhadap keuntungan perusahaan, dan hasil dari *Purchasing Price Assessment-DEA* (PPA-DEA) pada kategori barang *leverage* terkait tingkat efisiensi pembelian barang. KPM menunjukkan bahwa: kelompok bahan susu, telur, selai dan coklat tergolong *strategic*; pewarna, ragi dan santan tergolong *bottleneck*; tepung dan gula tergolong *leverage*; minyak, packaging, air mineral, utilitas dan plastik tergolong *non-critical*.

Kata kunci: Strategi Pengadaan, leverage, KPM, PPA-DEA.

ABSTRACT

PT. Delta. Aerosupport is a company engaged in aircraft catering, using 49 items of raw materials. Currently, the procurement department considers that all raw materials are routine raw materials, so the procurement process is carried out repeatedly by suppliers which has the lowest prices without considering to make contracts or further cooperation (regular purchasing). In the absence of contract management, companies lose the opportunity to improve supplier compliance, and negotiate about price reductions. The decline in supplier performance is also a problem faced by the company, but the procurement department has not carried out an assessment of supplier performance analysis. With these problems, it is necessary to evaluate the ongoing procurement strategy in order to improve the efficiency of the procurement process. This study aims to develop recommendations for procurement strategies that include relationships with suppliers and company internal policies. In this study, the preparation of procurement strategy recommendations was taken based on the results of Kraljic's Purchasing Portfolio Model (KPM) which was used to differentiate each raw material based on the level of supply risk and the effect of each raw material on company profits, and the results of the Purchasing Price Assessment-DEA (PPA-DEA) in the category of leveraged goods related to the level of efficiency in purchasing goods. KPM shows that: the group of ingredients for milk, eggs, jam and chocolate is strategic; dyes, yeast and coconut milk are classified as bottlenecks; flour and sugar are classified as leverage; oil, packaging, mineral water, utilities and plastics are classified as non-critical

Keywords : Procurement Strategy, leverage, KPM, PPA-DEA