

Analisis Inventory Sharing Process di IKEA Indonesia = Analysis of Inventory Sharing Process at IKEA Indonesia

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Abstrak

Perusahaan dari seluruh dunia terkena dampak gangguan rantai pasokan global selama pandemi, salah satunya adalah IKEA Indonesia. Perusahaan ini mengimplementasikan proses inventory sharing yang bertujuan untuk menyeimbangkan inventory antar toko serta mencapai target product availability dan overstock, sehingga mampu menunjang komersialitas perusahaan dan tingkat inventory meskipun memiliki pengaturan inventory secara desentralisasi. Beberapa bulan dijalankan secara rutin, proses stock balancing membutuhkan cycle time yang panjang serta tidak memberikan dampak yang signifikan pada struktur inventory karena kerap terjadi inventory discrepancy. Penelitian ini bertujuan untuk menganalisis dan mengidentifikasi masalah dalam proses stock balancing, menganalisis dampaknya terhadap inventory, dan juga merancang perbaikan proses bisnis sehingga menghasilkan cycle time yang lebih singkat. Penelitian ini menggunakan metode kualitatif melalui pengumpulan data lewat wawancara dan observasi. Penelitian dimulai dengan menganalisis proses stock balancing saat ini untuk mengidentifikasi penyebab utama masalah. Kemudian, merancang perbaikan proses melalui sepuluh tahapan business process improvement termasuk teknik seperti eliminate, reduce cycle time, dan automation. Hasil penelitian memproyeksikan bahwa proses stock balancing dapat menjadi lebih efisien dengan mengeliminasi empat aktivitas duplikasi dan cycle time dapat dipersingkat 50% dari 28 hari menjadi 14 hari. Selain itu, penelitian ini menyarankan faktor pendukung seperti integrasi sistem dan dedicated manpower untuk mendukung penuh proses stock balancing.

.....Companies worldwide were impacted by global supply chain disruption during the pandemic. IKEA Indonesia executes inventory sharing process called as stock balancing aims to balance inventory levels between stores and reaching goals for availability and overstock level that affects company's commerciality and stock holding despite the centralized inventory management. After months of implementation, cycle time of weekly execution was too long up to one month and didn't contribute a significant impact on inventory structure due to inventory discrepancy. This study aims to investigate and identify issues in current stock balancing process, to analyse the impact to total inventory level, and also to design business process improvement in shorter cycle time. Qualitative method is conducted in this research and data collection through interviews and observations. The research began with analysing current process to identify the root cause. Then, proposing process improvements through ten steps of business process improvement including techniques such as eliminate, reduce cycle time, and automation. The result projecting that stock balancing process can be improved by eliminating four duplicating activities and the cycle time could be shortened by 50% from 28 days to 14 days. In addition, this study suggests supporting factors such as system integration and dedicated manpower to fully support on stock balancing process.