

Analisis Supply Chain Orientation dan Balanced Scorecard pada Perusahaan Multinasional XYZ = Analysis Supply Chain Orientation and Balanced Scorecard in XYZ Multinational Enterprise

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Abstrak

Perusahaan multinasional (MNE) menjalankan perusahaan lebih kompleks dibandingkan perusahaan domestik, maka penting penerapan strategi yang dapat mengefisienkan kegiatan perusahaan sehingga dapat membentuk keunggulan bersaing yang berkelanjutan. Supply chain orientation (SCO) merupakan strategi yang dibangun dari pengelolaan aset tangible dan intangible perusahaan. Penelitian ini bertujuan meneliti variabel yang membangun konsep model SCO dan bagaimana hasil penerapan kinerja SCO. Enam variabel yang membangun konsep SCO adalah customer orientation, competitor orientation, supplier orientation, value chain coordination, logistic orientation, dan operations orientation. Selanjutnya penerapan SCO dievaluasi berdasarkan perspektif balanced scorecard, yang terdiri dari perspektif customer performance, financial performance, internal process performance, innovation & learning performance. Metode penelitian yang digunakan adalah kualitatif, peneliti menggunakan metode non probability sampling dengan teknik purposive, yaitu para manajer di gerai-gerai perusahaan XYZ, salah satu MNE di Indonesia yang bergerak di bidang restoran cepat saji yang merupakan perusahaan terbesar di dunia. Hasil penelitian ini membuktikan bahwa konsep model SCO dibangun atas lima konstruk, yaitu customer orientation, supplier orientation, value chain coordination, logistic orientation, dan operations orientation. Nilai paling signifikan adalah customer orientation dan supplier orientation. Sedangkan dari sisi hasil kinerja balanced scorecard terbukti dipengaruhi oleh SCO, variabel financial performance dan innovation & learning performance yang paling signifikan dipengaruhi oleh SCO.

.....Multinational Enterprise (MNE) has more complicated operational activities compare to domestic enterprise, therefore MNE is advised to be more efficient in order to create competitive advantage sustainably. Supply chain orientation (SCO) is one of the method which is built based on company's tangible and intangible assets to achieve that goal. The research will discover any variables that formed SCO model and how it is implemented. Six variables that formed SCO model are customer orientation, competitor orientation, supplier orientation, value chain coordination, logistic orientation and operations orientation. Furthermore, its implementations will be evaluated in several perspective based on balance scorecard which consists of customer performance, financial performance, internal process performance, innovation and learning performance. Qualitative methods and non-probability sampling are used as its purpose to get most suitable sample. The sample or respondents are in managerial level at XYZ company's outlets which is known as the largest fast-food restaurant chains in the world. The results of this study has proven that the concept of the SCO model is formed by five variables which is called as customer orientation and supplier orientation as the most significant variables and along with value chain coordination, logistical orientation, and operations orientation. Meanwhile, balance scorecard performance is proven to be influence by SCO especially on financial performance and innovation & learning performance that become most significant among others.