

Perancangan Strategi Peningkatan Resiliensi Rantai Pasok Perusahaan Manufaktur Bahan Makanan Menggunakan Metode House of Risk: Studi Kasus pada Rich Products Manufacturing Indonesia = Designing Strategies to Enhance Supply Chain Resilience in a Food Ingredients Manufacturing Company Using the House of Risk Method: A Case Study in Rich Products Manufacturing Indonesia

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Abstrak

Industri makanan dan minuman merupakan sektor strategis dalam perekonomian Indonesia dengan kontribusi signifikan terhadap PDB nasional. Pertumbuhan konsumsi domestik dan ekspansi pasar global menuntut peningkatan daya saing dan ketahanan rantai pasok. Dalam menghadapi kondisi geopolitik yang tidak stabil, volatilitas pasar internasional, serta tekanan global lainnya, kebutuhan akan resiliensi rantai pasok menjadi semakin mendesak. PT Rich Products Manufacturing Indonesia, sebagai produsen bahan makanan setengah jadi dengan ketergantungan tinggi pada aktivitas ekspor dan impor, berada dalam posisi yang sangat rentan terhadap dinamika global tersebut. Penelitian ini bertujuan untuk merancang strategi peningkatan resiliensi rantai pasok Rich's menggunakan metode House of Risk (HOR). Data dikumpulkan melalui wawancara, observasi, dan kuesioner terhadap lima ahli internal. HOR fase 1 mengidentifikasi 17 kejadian risiko dan 15 agen risiko prioritas berdasarkan nilai Aggregate Risk Potential (ARP). HOR fase 2 merumuskan 10 strategi mitigasi prioritas dengan nilai Effectiveness to Difficulty Ratio (ETD) tertinggi. Hasil analisis menunjukkan bahwa kerentanan utama perusahaan berada pada aspek turbulence, sensitivity, dan connectivity, sementara kapabilitas yang perlu diperkuat meliputi flexibility, visibility, dan anticipation. Temuan ini diharapkan menjadi acuan dalam pengambilan keputusan strategis untuk meningkatkan ketahanan operasional rantai pasok perusahaan terhadap ketidakpastian global.

.....The food and beverage industry is a strategic sector in Indonesia's economy, contributing significantly to the national GDP. Growing domestic consumption and global market expansion demand greater competitiveness and supply chain resilience. Amid increasing geopolitical instability, international market volatility, and other global pressures, the urgency to build a resilient supply chain has become more critical. PT Rich Products Manufacturing Indonesia, a producer of semi-finished food products with high reliance on export and import activities, is highly vulnerable to such global dynamics. This study aims to design strategies to enhance Rich's supply chain resilience using the House of Risk (HOR) method. Data were collected through interviews, observations, and questionnaires involving five internal experts. In HOR phase 1, 17 risk events and 15 priority risk agents were identified based on Aggregate Risk Potential (ARP) values. In phase 2, ten priority mitigation strategies were formulated based on the highest Effectiveness to Difficulty Ratio (ETD). The analysis revealed that the company's key vulnerabilities lie in the areas of turbulence, sensitivity, and connectivity, while the capabilities that need strengthening include flexibility, visibility, and anticipation. These findings are expected to support strategic decision-making to enhance operational supply chain resilience amid increasing global uncertainty.