



UNIVERSITY OF INDONESIA
FACULTY OF SOCIAL AND POLITICAL SCIENCES
DEPARTMENT OF ADMINISTRATIVE SCIENCE
POST GRADUATE PROGRAM

THESIS

IMPACTS OF ENTERPRISE RESOURCE PLANNING SYSTEM
ON SUPPLY CHAIN PERFORMANCE: A CASE STUDY
AT PT. XYZ INDONESIA

Proposed As a Partial of Requirements to Obtain Master of Sciences (M.Si) Degree
in Administrative Science

Submitted by

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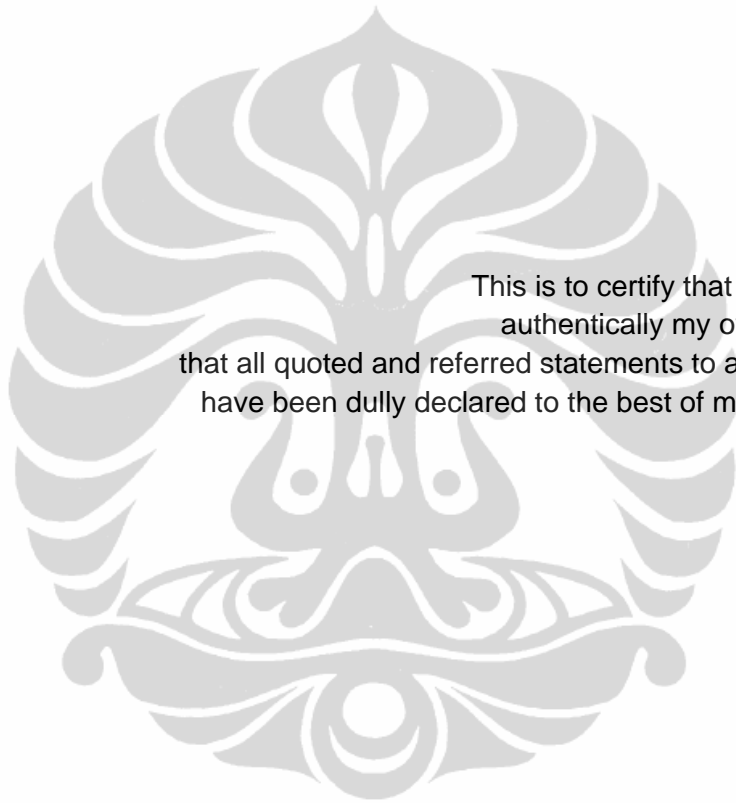
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JAKARTA

July, 2008



This is to certify that this thesis is
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ABSTRAK

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PENGARUH SISTEM ENTERPRISE RESOURCE PLANNING TERHADAP
KINERJA RANTAI SUPLAI: STUDI KASUS PADA PT. XYZ INDONESIA

xv + 108 halaman + 9 gambar + 3 tabel + 4 lampiran
Daftar Pustaka: 44 buku literatur, 6 jurnal, 4 jaringan situs (1985-2008)

Di tengah meningkatnya persaingan untuk memenuhi kepuasan pelanggan yang terus berubah, saat ini banyak perusahaan menggunakan sejenis piranti lunak yang banyak dikenal dengan istilah ERP (*Enterprise Resource Planning*) untuk mengelola rantai suplai untuk menunjang strategi saingnya. Namun demikian, implementasi sistem *Enterprise Resource Planning* sering menghadapi hambatan-hambatan yang pada akhirnya mengurangi tingkat keefektifannya. Akar masalah ini seringkali berhubungan dengan budaya organisasi dan perusahaan dimana sistem tersebut dioperasikan.

Sistem *Enterprise Resource Planning* telah diaplikasikan lebih dari 4 tahun di PT. XYZ Indonesia dengan tujuan untuk meningkatkan kinerja rantai suplai perusahaan itu. Namun demikian, meskipun sistem ERP dapat menyediakan informasi tepat waktu, pemakai sistem ERP system di PT. XYZ Indonesia masih menggunakan cara

lain seperti panggilan telepon dan penggunaan media laporan untuk memenuhi kebutuhan akan informasi. Situasi ini sebagian besar diakibatkan oleh ketidakmampuan pengguna sistem untuk mengendalikan dan memonitor semua unsur yang ada di dalam sistem karena kurangnya pelatihan, komunikasi dan kepercayaan.

Kerangka teori yang menjadi landasan penelitian ini adalah teori mengenai rantai suplai. Metode analisis yang digunakan dalam penelitian ini adalah Oliver Wight ABCD Checklist yang akan mengungkap bagaimana PT. XYZ Indonesia menggunakan sistem ERP dan budaya pemakai yang ada di lingkungan sistem itu. The Oliver Wight ABCD checklist merupakan metode untuk mengevaluasi kinerja perusahaan sebagai pemakai sistem *Enterprise Resource Plannings*. Metode ini banyak digunakan sejak pertengahan tahun 1970-an. Metode ini memberikan panduan bagi perusahaan untuk mengetahui jeda antara kinerja saat ini dan kinerja terbaik dan mengetahui wilayah yang memerlukan perbaikan.

Metode yang digunakan menunjukkan bahwa PT. XYZ Indonesia merupakan pemakai sistem ERP kelas B. Pemakai sistem banyak menggunakan sistem dalam pekerjaannya dan perusahaan telah dapat memperoleh berbagai keuntungan seperti meningkatkan kecepatan dalam pelayanan pelanggan dan komunikasi yang efisien antar tingkat dalam rantai suplai. Namun demikian, kurangnya pelatihan dan pendidikan bagi pemakai dan kurangnya kepercayaan akan keakuratan data telah menyebabkan penggunaan sistem menjadi tidak efektif. Hambatan-hambatan lain yaitu kurangnya penyampaian informasi dan proses pengendalian/monitor telah secara signifikan menurunkan kemampuan sistem untuk dapat berfungsi secara optimal.

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ABSTRACT

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IMPACTS OF ENTERPRISE RESOURCE PLANNING SYSTEM ON SUPPLY
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xv + 108 pages + 9 figures + 3 tables + 3 attachments
Bibliography: 44 literature books, 6 journals, 4 websites (1985-2008)

Amid increasing competition to satisfy ever-changing demands customers, many firms today are employing a type of software commonly known as ERP (Enterprise Resource Planning) to manage their supply chain and to sustain their competitive strategies. However, the implementation of Enterprise Resource Planning system often faces hurdles which eventually decrease its effectiveness. The root of this problem related to the organization and the people culture surrounding the system environment.

Enterprise Resource Planning system has been in place for more than 4 years at PT XYZ Indonesia aimed at enhancing supply chain performance. However, despite ERP systems' ability to provide real-time information, users of ERP system at PT. XYZ Indonesia still use second option of communication such as phone calls and spreadsheet utilization to meet their information requirements. This situation is

mostly caused by users' inability to control and monitor all elements embedded on the system owing to lack of training, communication and trust.

The theoretical framework underpinning this research is based on the supply chain theory. The analysis method used in this research is the Oliver Wight ABCD checklist that will reveal how PT XYZ Indonesia has typically used their ERP system and user's behavior surrounding the system. The Oliver Wight ABCD checklist is a widely-used method to assess a firm's performance as an Enterprise Resource Planning system user. This checklist has been in use since mid 1970s. It provides a guideline for companies to view the gap between current performances against best practice and diagnose which area is in need for improvement.

The method reveals that PT. XYZ Indonesia classified as a class B user, ERP system is enterprise-widely used at PT. XYZ Indonesia. Users have been working closely with the system and the company is able to generate various benefits such as responsiveness in customer service function and efficient communication between the supply chain stages. However, lack of training and education for users and lack of trust on information data accuracy has resulted in ineffective system usages. Other existing hurdles: lack of information-sharing and control/monitoring process had also significantly degraded system's capability to work on its full potential.

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TABLE OF CONTENT

AUTHENTICITY STATEMENT	ii
THESIS APPROVAL	iii
THESIS ENDORSEMENT	iv
ABSTRAK	v
ABSTRACT	vii
ACKNOWLEDGEMENT	ix
TABLE OF CONTENT	x
LIST OF FIGURES	xv
LIST OF TABLES	xvi
ATTACHMENT	xvii
CHAPTER I INTRODUCTION	1
A. Background	1
B. Problem Statement	5
C. Purpose and Significance of Research	7
C.1 Purpose of Research	7
C.2. Significance of Research	8
D. Organization of Thesis	8
CHAPTER II THEORETICAL FRAMEWORK AND RESEARCH METHOD	11
A. Literature Study	11
A.1. Global Competition and Technology Advancement	11
A.2. Competitive Strategy	12
A.3. Value Chain	13
A.3.1. Identifying Value Activities	14
A.4. Supply Chain and Supply Chain Management	16
A.4.1. Role and Impact Supply Chain Drivers	21
A.5. Management and Information System	26

A.5.1. Role and Impact of Information Technology in Supply Chain	29
A.5.2. Information Technology Application for Supply Chain	32
A.6. Corporate Information Technology Application: Enterprise Resource Planning (ERP) system	34
A.6.1. ERP System Application for Supply Chain	37
A.6.2. Role of Enterprise Resource Planning System	41
A.6.3. Quantifiable Benefits of ERP System	44
A.6.4. Intangible Effects of ERP System	46
A.7. Organization and People Culture	49
A.7.1. Coordination Problem	51
A.7.2. Communication	53
A.7.3. Trust	54
A.7.4. Information Sharing Culture	55
A.7.5. Training and Education	57
A.7.6. Role and Responsibility	58
B. Research Method	58
B.1. Research Approach	59
B.2. Research Type	59
B.3. Research Method and Strategy	59
B.3.1. Data Collection Method	59
B.3.2. Data Analysis Technique	60
B.3.2.1. Scoring the Results	61
B.3.2.2. Qualitative Characteristics	61
B.3.2.3. Letter Grade Calculation	63
B.3.3. Analysis Data Strategy	63
B.4. Research Object	64
B.5. Research Process	65
B.6. Research Limitation	66
 CHAPTER III OVERVIEW OF RESEARCH OBJECT	 67
A. Company Profile	67

B. Company's Vision, Mission and Value	69
C. Structure of Organization	70
D. Development of Network Systems	70
E. ERP System Implementation Track Records	74
CHAPTER IV RESEARCH DATA ANALYSIS.....	79
A. Data Analysis of ABCD Checklist	79
A.1. Respondent Profile	79
A.2. People and Team Process	80
A.3. Planning and Control Process	87
A.4. People, Process and System Integration	101
B. Impacts of ERP System Implementation	102
C. Cultural Background within ERP System Environment of PT. XYZ Indonesia	104
CHAPTER V CONCLUSIONAND RECOMMENDATION	107
A. Conclusion	107
B. Recommendation	107
BIBLIOGRAPHY	
ATTACHMENT	

LIST OF FIGURE

Figure 2-1	Theoretical Framework	10
Figure 2-2	The Generic Value Chain	14
Figure 2-3	The Integrated Supply Chain	19
Figure 2-4	Supply Chain Decision-Making Framework	25
Figure 2-5	Business Process Integration in ERP	36
Figure 2-6	Simplified Information Flows for ERP System	38
Figure 3-7	Scheme of Inter-Organizational Relationship of XYZ Corporation, Sales Offices and Plants	69
Figure 3-8	Structure of Organization of PT. XYZ Indonesia	70
Figure 3-9	Modules within ERP SAP R/3 at PT. XYZ Indonesia	73

LIST OF TABLE

Table 3-1	Export Inventory Status	74
Table 3-2	Annual Financial Planning	76
Table 3-3	Export Progress Status	77



ATTACHMENT

- Attachment 1 The Oliver Wight ABCD Checklist People/Team Process
- Attachment 2 The Oliver Wight ABCD Checklist Planning and Control Processes
- Attachment 3 Interview Guideline
- Attachment 4 Curriculum Vitae

