

Aplikasi purchasing portfolio matrix: studi kasus di PT. XYZ = Application of purchasing portfolio matrix: case study at PT. XYZ / William Gunawan

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Abstrak

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Departmen pembelian telah bergeser dari sekedar kegiatan administrasi menjadi suatu fungsi strategis dalam perusahaan. Kemampuan departmen pembelian dalam membeli barang atau jasa secara strategis memungkinkan perusahaan untuk melakukan efisiensi biaya dan di saat bersamaan akan berkontribusi terhadap daya saing perusahaan melalui kerjasama strategis dengan penyedia jasa atau barang. Salah satu alat yang umum digunakan dalam menyusun strategi pembelian ialah dengan menggunakan purchasing portfolio matrix untuk mengetahui strategi yang tepat untuk masing-masing komoditas.

PT.XYZ ialah salah satu perusahaan minyak dan gas bumi mencoba untuk menyusun strategi pembelian mereka. Untuk membatasi jumlah komoditas yang akan dianalisa, maka dilakukan analisa pengeluaran untuk mendapatkan daftar 25 komoditas yang memiliki nilai pembelian terbesar dalam 3 tahun terakhir. Dua parameter digunakan untuk menyusun purchasing portfolio matrix ialah resiko ketersediaan dan faktor keuntungan. Berdasarkan kedua parameter, PT.XYZ dapat menyusun strategi pembelian mereka untuk masing-masing komoditas.

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ABSTRACT

Purchasing has shifted from clearical function into strategic function.

Purchasing department ability to purchase material and services in more strategic way will enable company to save a lot of money and at the same time enable company to achieve competitive advantage through strategic partnership. The most common tool to define purchasing strategy is by using purchasing portfolio matrix to define which strategy is suitable for specific commodity.

PT.XYZ which was one of oil and gas company is trying to develop their purchasing strategy. To limit the commodity type, spending analysis is performed to obtain top 25 commodities that contribute to highest purchasing value within last three years. Two parameters are used when developing purchasing portfolio matrix are supply risk and profit impact. Based on those parameters, those 25 commodities is mapped into purchasing portfolio matrix depend on the value of profit impact and supply risk for each specific commodity. Based on the matrix result, PT.XYZ can define better purchasing strategy for each commodity, Purchasing has shifted from clearical function into strategic function.

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